

**AN EXPLORATORY STUDY OF THE EFFECT OF
WORKFORCE DIVERSITY ON EMPLOYEE
PERFORMANCE;**

**A Case Study of Oil Servicing Companies (SME's) in Port
Harcourt, Rivers State, Nigeria**

**Research dissertation presented in partial fulfilment of the
requirements for the degree**

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Dissertation Supervisor: Dr. Garrett Ryan

Student Name: AMAGADA, Magdalene

27th August, 2020

Candidate Declaration

Candidate Name: AMAGADA, Magdalene

I certify that the dissertation entitled:

An exploratory study of the effect of workforce diversity on employee performance; a case study of oil servicing companies (SME's) in Port Harcourt, Rivers State, Nigeria.

Submitted for the degree of MSC in International Business and Law is the result of my own work and that where reference is made to the work of others, due acknowledgement is given.

Candidate Signature:

Date:

Signed:

Supervisors Signature:

Date:

Dedication

I dedicate this material to the almighty God, my creator who gave me the grace, mercy and kindness to conceive the idea, started the work and also ensuring it is completed. His praise will continuously not cease from my mouth.

Also to my late mother who departed this earth long time ago but with me in spirit, thank you for raising me up in the fear of the lord and the spirit of resilience. I love you.

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Abstract

This study explored workforce diversity management and employees job performance in the oil and gas servicing SMEs in Port Harcourt Nigeria. With the objectives to investigate the manifestations of workforce diversity in oil and gas servicing companies in Nigeria, explore the effect of workforce diversity management on employees' performance, examine the prospects and challenges of effective diversity management in the oil and gas servicing sector in Nigeria. Workforce diversity showcases the fact that there are different kinds of people and they differ in several ways both seen and unseen ranging from age, gender, marital status, social status, disability, sexual orientation, religion, personality, ethnicity, and culture. The study found that workforce diversity in the oil and gas SMEs in Port Harcourt manifests through; gender discrimination against woman, ethnic or tribal consideration in recruitment, placement and promotion, a dichotomy between degree holders and diploma holders like the Higher National Diploma (HND), a division between the contract staff and permanent staff. The study adopts a pragmatic philosophical orientation, with a mixture of quantitative and qualitative methods. Data was collected through structured and semi-structure interviews. The study recommends among others; women involvement in the upstream, mainstream and downstream aspects of the oil and gas sector. This can be achieved by subjecting them to the relevant training and automating the operations in the sector as is obtainable in developed countries, there is need to balance the disparity between degree and diploma holders in recruitment and promotion by ensuring that such exercise is based on performance. A periodic competence gap analysis will enable the employees know what the requirement for a certain position is; this will inspire the employees to seeks further certification or qualifications

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List of Abbreviations

SME - Small Medium Enterprise
SHRM - Strategic Human Resource Management
WPD – Work Place Diversity
HOD – Head of Department
IOC – International Oil Company
CLO – Company Liaison Officer
HSE – Health Safety Environment
PM – Project Manager
PO - Procurement Officer
PE - Pipeline Engineer
CAS - Contract Administrative Staff
HRM1- Human Resource Manager 1
AM 1- Administrative Manager 1
COO - Chief Operation Officer
HRM 2 - Human Resource Manager2
AM 2 - Administrative Manager 2
CEO- Chief Executive Officer
CSR – Corporate Social Responsibility
PETAN –Petroleum Technology Association of Nigeria

1.0 Introduction

1.1 Background to the Study

Diversity is a multidimensional phenomenon and plays a significant role in organizational performance. It goes beyond demographic elements like gender, age, ethnicity; family background to comprise the slightest issues like educational background, experience, ideas should also be considered (Benschop, 2001). Griffin & Moorhead, (2014) present workforce diversity as those important similarities and difference that are available among workers in an organization. Nwinami (2014) specifically asserts that workforce diversity represents the uniqueness among employees such as skills, personality of individuals, age, gender, ethnicity/race, religion, marital status, income, the work experience, educational qualification and other ideas that can be used to sustain the values of organizations.

Workforce diversity showcases the fact that there are different kinds of people and they differ in several ways both seen and unseen ranging from age, gender, marital status, social status, disability, sexual orientation, religion, personality, ethnicity, and culture (Kossek, Markel and McHugh 2003). Yet each country has a unique kind of diversity it is dealing with, while gender inequality, religion, and racial discrimination are the most common type of diversity all over the world. Thus, some scholars provided a general system for understanding the concept of diversity.

For example, Ardakani et al. (2016) submit that diversity comprises of four components:

- Personality.
- Internal dimensions: this comprises race, age, gender, sexuality, capacity, and ethnic background.
- External dimensions: this refers to environment, attitudes, income, religious affiliation, educational background, work experience, marital status, parental status, and appearance.
- Organizational dimensions: Management status, work content/field, union affiliation, seniority, functional level/classification, division/department/unit/ group, and work location (Ardakani et al. 2016).

The significance of diversity management to human resources management has been identified by several researchers that focus on age, gender, and intra and international variables (Donnelly, 2015). Louvri r, (2014) argues that many workers from minority ethnic groups seem to be oblivious of the existence of the official commitment to their organizations to advance diversity. Kossek, Markel, and McHugh, (2003) submit that lack of proper diversity management can reduce organizational performance; this is because people feel less commitment in unfavourable work environment.

Konrad, Yang, and Maurer, (2016) opine that the effect of diversity management on Human Resource management can be felt in six basic areas: linking strategy to diversity, recruitment for diversity, selection for diversity, training and development of diverse staff, monitoring diversity employee management effectiveness, and providing work-life flexibility (Konrad, Yang, and Maurer, 2016).

Over the years, organizations' diversity management has been used as a guide against discrimination (Shen, Chanda, D'Netto, and Monga, 2019). Diversity management is a fundamental aspect of human resource management which recognizes and values the input from all individual and group within the organization undermining their race, culture, gender, sexual orientation and always shown concern about the development and growth of every individual concerned (Rogoff, 2013).

Diversity management refers to the tactical process of dealing with diversity at the workplace which includes the struggle against stereotype biases arising from the personal opinion and assumptions to utilize the gain and reduce the drawbacks of divergence views, actions, and conducts of the human capital in the organization (Agolla, & Ongori, 2017). Workforce diversity management is one of the many challenges that managers are confronted with in administering an organization (Allen, Dawson, Wheatley, & White, 2014).

The contemporary work environment is full of diversity; the workforce is often made up of people from different sexual orientations, gender, culture and ethnic background, and value system. They bring with them their different world views and ways of doing things (Ansari, 2016). The difference can also be seen in their lifestyle, choices they make, and their orientations, as well as their life experience (Martins et al 2016). The concern is not

about discrimination in official practices but the diverse influences that their nature and character have on the management and leadership of the organization which further popularized the idea of diversity.

The degree to which managers understands, appreciates and have the readiness to invest in the idea of diversity will affect the performance and sensitive to the need of customers, compliance to legal procedures and adherence to work ethics, organizational performance and unity at the workplace (Boerner, Linkohr & Kiefer, 2011). Mazur (2014) argues that every given person is special, however, there are some numbers of behavior in humans that are caused by the environment or genetic which the individual does not have control to determine such as gender, parentage, race among others.

There are two classifications of diversity. The primary and secondary; the primary aspect of diversity refers to gender, sexual orientation, etc. (Cunningham, & Melton, 2016). And these reveal the fundamental difference among human beings and are noticed at first contact. The secondary aspect includes religion, education, and the environment. They cannot be noticed at the first meeting. They can only be seen after some interaction (Ashton 2013).

Due to the importance of managing diversity in the workplace most organization places much priority on diversity management (Daft, & Marcic, 2016). Thus, most companies create their perspective on cultural diversity. In recent time companies have focused on how to improve and increase the management of diversity in the workplace with the understanding of the dynamics of the working environment

Understanding the persistent challenges of managing diversity, managers opt for seeking a better and greater knowledge that is useful in a multicultural working environment in readiness to teach other workers in the organization the need to value and respect the culture and differences in others and ensure that all workers are treated with dignity (Davis, Frolova, & Callahan, 2016).

Some organizations have seen diversity as the challenges they must prepare for and not wish away, diversity does not respect organizational boundary, the best way is to design a plan on how to manage it.

1.2 Statement of the Problem

There are several studies on workplace diversity and its effects on organizational performance. Some argue that workplace diversity should be effectively managed to get the best from every individual. It should be noted that every individual is unique and this unique nature of human beings is necessary to ensure optimum performance (Hofhuis, Van der Zee, & Otten, 2015, Farren, & Nelson, 2018, Jose et al 2016). The cultural orientation of each worker should be appreciated and respected.

In the oil and gas sector in Nigeria women are being discriminated against and branded weaker vessels, the race and ethnic origin of a worker are used against them in terms of recruitment, or promotion. Some others suffer discrimination as a result of their family background, physical challenges, or because they are not connected to influential personalities in the society especially politicians. Some potential workers in an organization have been denied appointment base on primordial considerations rather than on competence. In such a scenario, the contributions of such a fellow to the growth of the organization are denied (Kundu, 2001).

Also, discrimination occurs in the dichotomy between casual or contract staff and permanent staff, where the casual staff is seen as inferior in the pecking order than the permanent staff, this has reduced the sense of worth of the individuals concerned.

Indeed, workplace discrimination is increasing by the day, people are discriminated by their race, religion, sex, work experience, educational qualification rather than on competence, some that ought to be recruited base on competence were not given the opportunity because of things that are not related to the job description, these often affect the performance of the organization. As the right people are not given the right opportunity or position, therefore, the need for diversity management is paramount.

The 1948 United Nations Declaration for peace suggest that nobody should be discriminated against as a result of the colour of his skin or the place of birth or other biological consideration, this fundamental law has shaped and reshaped conduct in any organization, however, management of diversity remains a challenge to many organizations and groups. It is along this line that the study seeks to explore the effect of workforce

diversity on employee performance focusing on oil servicing companies (SME's) in Port Harcourt, Rivers State, Nigeria.

1.3 Aims and Objectives of the Research

Companies of today either in the public and private sector recognize the need to have an effective workforce diversity management and to foster proactive communication and talent availability amongst employees; diversities in workforce cuts across the varying levels of interest mostly in the Human Resources literature.

The objectives of this research are stated as follows:

1. To investigate the manifestations of workforce diversity in oil servicing companies in Nigeria
2. To explore the effect of workforce diversity management on employees' performance
3. To examine the prospects and challenges of effective diversity management in the oil servicing sector in Nigeria.

1.4 Research Questions

The following research questions can be derived from the above objectives;

1. To what extent has workforce diversity affected employees' performance in oil servicing companies/firms in Nigeria?
2. What are the prospects and challenges of effective workforce diversity management in the oil-servicing sector in Nigeria?

1.5 Research Hypothesis

Hypothesis 1

Workplace diversity management has a great positive effect on employees' performance

Hypothesis 2

Managing workforce diversity in the oil servicing in Nigeria sector is confronted with significant challenges

1.6 Justification of the Study

The major reason and rationale behind this study is to examine the effect of workforce diversity management on employee performance and also to understand the importance of maintaining a diversity climate among employees in the organization. The implication of this is that it will be able to create a sense of belonging and peaceful co-existence among the various group of employees in the organization which further helps them to develop their skills such as good teamwork and also increase the level of innovativeness towards achieving organizational performance. However, because this study concentrates on measuring employee perception that's why the researcher embarked on focusing on using a case of some selected Oil Servicing SMEs in Port-Harcourt, Nigeria via the use of quantitative and qualitative methods. This is to have a cross-sectional and overall view on measuring how diversity management affects employee performance which in turn helps the small business performance.

2.0 Literature Review

2.1 Definition of Workforce Diversity

Several scholars and managers have engaged the concept of diversity and diversity management, it is seen as a multifaceted concept comprising of three components such as program aimed at increasing the awareness of the culture of a people, recruitment programs and realistic management decisions (Davis, Frolova, and Callahan 2016, Manoharan & Singal, 2017).

Martin, (2014), argues that cultural diversity management is the management of any significant difference in race, nationality, language, ethnicity, religion shown within a community to ensure that these differences are understood and respected among the stakeholders. Similarly, D'Netto, et al, (2013), conceptualize workplace diversity management as the management of differences and similarities of employees working at a workplace and argues “the degree of ‘otherness’ felt by individuals” creates a sense of duty in the employees.

Mateescu, (2018) presents cultural diversity as any unique difference of an individual that is present in a culture, the cultural milieu of the workplace can be seen in demographics, social and cultural differences on a societal level. Furthermore, he opines that managing cultural diversity in the workplace is a great challenge (Mateescu, 2018).

Saxena (2014) submits that no person is the same, every individual is different from each other depending on their religion, background, age, education, perceptions, etc. Again, Saxena (2014) asserts that diversity makes the workforce heterogeneous when various multicultural individuals come together to work at the same place (Saxena, 2014). Mazur (2014) adds that workplace cultural diversity reflects on the changes in the marketplace and the world.

The study conducted by Sharma (2016) provides six explanations for workforce diversity as,

- 1). Improved understanding of the customer base,

- 2). Increased productivity,
- 3). Greater innovation and creativity,
- 4). Increased skill set,
- 5). Improve new employee and retention and
- 6). A larger talent pool.

The first reason, “Improved understanding of customer base”, the author submits that, with a wide range of multicultural workforce with different backgrounds and experiences, it is easier to serve the customers. The next reason is about increased productivity, where the author mentions that diversity comes with different ways of thinking, combining various experiences and expertise, which result in teamwork, greater productivity, and employee satisfaction. The third reason explains that having a diverse workforce leads to an increased level of skills, talents, ideas, and innovation. The fourth reason, mentions that with a diverse environment, that has numerous different skills, it becomes easier to cope with, adjusting to, and further succeed in a constantly changing market. Reason number five discusses those new employees that are more comfortable in a multicultural environment since they can easily integrate with everyone and they also feel more valued. These later benefits into building expertise and experience of an employee. In the last reason, Sharma (2016), states that rather than viewing and referring to only select groups with potential applicants, organizations can benefit from taking advantage of a larger talent pool, since there are individuals from different backgrounds that provide a variety of skills (Sharma 2016).

Mazur, (2013) argues that diversity has different dimensions and therefore diversity is complex and requires a lot of study regarding it. Similarly, Mateescu (2018) describes the different dimensions of diversity such as, the primary dimensions, which include the inborn differences, such as age, race, ethnicity, gender, and disability. Mazur, (2013) collaborated this position when he opines that these dimensions give form to an individual's basic self-image and the fundamental worldviews (Mazur, 2013). The secondary dimension has to do with religion, beliefs, family backgrounds, culture, sexual orientations, lifestyle, education,

etc., (Mateescu, 2018). In this regard, Mazur (2013) asserts that this dimension is less visible and impacts self-esteem and self-definition.

Finally, the tertiary dimensions, which is based on beliefs, assumptions, perceptions, attitudes, feelings, and values (Mateescu, 2018). Mazur (2013) offered explanations to it in his view these dimensions show the historical experienced moments. Mateescu (2018) further describes that these dimensions are interacting with each other to create an identity of an individual that brings out the similarities and differences that in turn affect the work environment.

The word diversity is a complex term with various scholarly contributions with different meanings and contexts (Point and Sigh, 2003; Rosenzweig, 1998). Generally, Diversity is defined as valuing and taken into cognizance the various human backgrounds, behaviours or competencies in an organization such as class, ethnicity, gender, age, educational background, and ability. Similarly, Diversity shows the co-existence of individuals of various "socio-cultural backgrounds within the organization" (Uddin and Chowdhury, 2015). Fleury also defined diversity as the collection of people of "different group identities" among the same "social system" (Fluery, 1999). According to Dahm diversity in an organization deals with various emotions (Dahm, 2003).

However, many authors see it as a problem to be dealt with rather than a tool that contributes to the growth and performance of the company. The challenges faced in achieving workforce diversity which has been highlighted by some scholars despite the benefit gotten from achieving a performance via workforce diversity. They pointed out that employing a diverse workforce is not enough that it tends to create conflict if they are not managed appropriately (See. Nishii, 2013; Mariana, 2010). In getting a headway out of this criticism, Brenda further argued that if the organization would want to emphasize diversity management they need to be managed with sensitivity and effectively (Brenda, 2010) cited in (Patrick and Kumar, 2012).

Thus, workforce Diversity should be embarked upon to maintain good relationships among the various employees regardless of their religion, education, or cultural background to successfully achieve the goals and objectives of the company. This will in-turn increase their financial performance which ascertains long-term survival in the community.

According to Patrick and Kumar, Workplace diversity can be defined as a variety of people in an organization that concerns various races, gender, and ethnic group in an organization (Patrick and Kumar, 2012). Miller and Tucker went further to highlight the advantages of "diversity management" that maintains a good work environment that takes the various groups of individuals "similarities and differences" into cognizance which tends to help them develop their potentials (Miller and Tucker 2013).

Anita, (2018) presents workforce diversity as the differences between the people which accounts for all aspects of one's personality and individual identity in an organization. It means understanding that each individual is unique, recognizing the individual differences and exploration of these differences in a safe, positive, and nurturing environment. Diversity at the workplace provides better and rich options to the organization, it fosters a rich exchange of new ideas among employees and helps an organization leverage the unique character of its workforce (Anita, 2018). Diversity implies respecting the features of what makes every individual unique and different from others and some of these characteristics cannot be changed rather it can only be appreciated, Diversity can be defined as acknowledging, understanding, accepting, and valuing differences among people concerning age, class, race, ethnicity, gender, disabilities, etc. (Esty et al. 1995 cited in Anita, 2018).

According to Anita, (2018), the following are the aspects of diversity; race, ethnicity, gender, sexual orientation, socio-economic status, physical abilities, religious beliefs, political beliefs, or other ideologies, cognitive style, tenure, organizational function, education, age, colour, national origin, geographic background, language, lifestyle, life experiences, organization function and level, physical characteristics, religion and spirituality, sexual orientation, veteran status, greater adaptability and flexibility in a rapidly changing marketplace, etc. The list is endless, indeed, diversity as unique as human life, people differ in many aspects.

According to SHRM survey 1995, companies need to embrace diversity and look for ways to become inclusive organizations because diversity has the potential to yield greater work productivity and competitive advantages (SHRM 1998). Results indicated that as long as the team members had similar ability levels, the heterogeneous teams were more creative

than the homogeneous ones (Cox & Blake, 1991). Stephen Butler, the co-chair of the Business-Higher Education Forum, believes diversity is an invaluable competitive asset (Anita, 2018).

Companies can succeed at diversity if the initiative to create, manage, and value the diverse workforce has the full support of the top management (Hayes, 1999; Jackson et al., 1992). Simlin (2006) found that as the age increases, the perception of diversity openness decreases, and hence it is important to orient the older employees also about the presence and need of diversity openness in organizations through training, workshops, group discussions, and so on. Managing diversity is a key component of effective people management in the workplace (Black Enterprise 2001). According to Deloitte report 2017, Women are still largely under-represented on corporate boards globally, despite continued efforts to improve boardroom gender diversity. Globally, women now occupy 15% of all board seats, up from 12% in 2015 (Anita, 2018). Women hold only 4 percent of CEO and board chair positions globally.

2.2 Theoretical conceptualization of Workforce Diversity

The research on diversity has existed for almost three decades in which authors have been looking for solutions regarding finding a proper theoretical foundation to solve the issues of inequality and discrimination in workplace (see. Rodriguez, Holvino, Fletcher, & Nkomo, 2016; Zanoni, Janssens, Benschop, & Nkomo, 2010), and also the need to focus on the values of diversity in an organization (Dwertmann, Nishii & van Knippenberg, 2016; Shore et al., 2011).

Most importantly, a study on workforce diversity and various social categories it is pertinent to consider the theories which are suitable for understanding maintenance of orderly workforce diversity to ascertain firm survival. According to Turner, Social Categorisation theory postulates that people are categorized and sectioned to various social groups. This study further argued that people classify themselves into prominent characteristics in which they function in line with these various categories tend to assist the context that supports their "group identity" (Hogg and Terry, 2000). On the other hand, people of different behaviours have less tendency of working with one another compared to a similar kind of individual. However, social categorization may negatively affect

collaboration of the various duties and important information due to biases with regards to the in-group individuals (Knippenberg et al, 2007). The theory emerged from social identity theory because it entails self-categorization which is explained in terms of self-perception in an overall social identity.

Although, some other scholars also argued on the importance of setting the internal part of the organization (employees) towards setting the company goals through accommodating diverse skills and competencies which is been backed up by the Resource-based View (RBV) perspective. Although it is noted that the resources based view promotes the importance of taking advantage of diversity to get more resources and skills that will be scarce and also difficult to have the substitute in the global market which make the diverse individuals more innovative and productive (Richard, 2000), they also further argued that the maintenance of diversity will yield a motivational climate among employees toward achieving goal setting to improve the organization.

However, this set of researchers needs to also consider the theory which is suitable in explaining how orderliness cooperation among this various set of groups in an institution. Also addressing how they can relate with themselves reducing any level of segregation which might lead to conflict in decision making and reduce the productivity level which serves as a threat to the survival and existence of such an organization. Overall, to achieve success in any organization well-planned diversity management that takes part in ineffective communication and training of the employees which is important. The implication of this is that the various characteristic of people in the workplace can come together to share information and engage in good relations once as portrayed in the social categorization theory postulations.

Some of the theoretical explanations for diversity management focus on business ethics and fairness. For instance, the utilitarian approach sees diversity as the mechanism through which opportunity is created to reach the greater heights in the organization. Virtue ethics focuses on good life, integrity, and happiness, good life is depicted by an equal opportunity for growth and development (Solomon, 2003; Solomon, 2004, Gotsis and Kortezi, 2013, McPherson 2013, Gotsis and Kortezi 2013). It reduces stereotypes regarding the type of diversity. An ethical approach to diversity management emphasized value for relationships

and recognizing and respecting individual uniqueness. Thus, it implores organizations to value each of the employees with his or her abilities (Gotsis and Kortezi, 2013).

The institutional theory of diversity explains the traditional context of the existence of the organization. In this regard, there is no distinction between the organizational structure and activities and its social environment, thus an understanding of the structure and functions of the organization will spur the understanding of its social environment (Martinez and Dacin, 1999). Scott, (1995) submits that the most important aspect of the environmental variables that influences and structures the organization is the institutions which are seen as “regulative, normative, and cognitive structures and activities that provide stability and meaning for social behaviour” (Scott, 1995, p. 33). The regulative structure is laws, and conventions; while normative institutions are social and professional norms; and cognitive institutions are cultures and ethics (Scott, 1995).

Three dimensions of pressure arising from these institutions to an organization; such as coercive pressure, normative pressure, and mimetic pressure coming from societal pressure, professionalization, and uncertainties from the environment respectively. These institutions condition the organization to adopt structures that conforms to institutional requirements which help to legitimize its operations. Hence, organizations are conditioned to accept and manage diversity to conform to the institutional requirement which in turn legitimizes their actions. Hence, diversity management is seen as a necessity to get the approval of the various stakeholders of an organization.

2.3 The Relationship between Workforce Diversity Management and Employee Performance: A Participatory Channel towards achieving Organisation Performance

In this 21st century organizations embark on various strategies to achieve effectiveness towards achieving long-term existence and competitive advantage in the regime in which it operates. Organizations need to be dynamic and with regards to achieving the customer's needs and gaining social credibility. This is because combining various groups and characteristics of people in an organization increase the level of productivity and also proffer solution easily to the various organizational problem. Similarly, Heterogeneity contributes to the company's creativity and the various set of groups tend to have a high

tendency of proffering solutions to problems (James, 2008). Thus, workforce Diversity positively improves the 'bottom line' and encourages competitive advantage by also improving the company chances of competing at the global markets which tends to reasonable support the business performance, this also encourages employee satisfaction that combines various skills which gain social acceptability and customer base (McCuiston et al, 2004). Thus, Diversity management does not only give the company local community acceptance but also exposes the company towards achieving success in the global market.

However, various scholars have argued extensively on the nexus between workforce diversity and organizational performance. The research works on the effect of diversity on performance (see. Cox, 1993; Kossek and Lobel, 1996; Milliken and Martins, 1996; Shaw and Barrett-Power, 1998; Pelledet *al.*, 1999). While some other authors also related a firm level of innovativeness with the performance which is the integral and underlining factors to consider while measuring the performance in the workforce diversity literature (Joshi, Liao, and Roh, 2011; (Mohammadi, Broström and Franzoni, 2017). Thus, before innovation and productivity can be achieved the literature needs to draw closer lenses to how workforce diversity can be achieved and managed well to maintain orderliness and good communication among the employee. This will further give and increase the chances of the company's performance positively. Without a doubt, this shows that there is an evident link between workforce diversity and organization performance. In a situation whereby workforce diversity management is properly carried out without any form of biases, it will serve as a foundation through which effectiveness is achieved in an organization that gives it edge for such organization to succeed both in the community where it operates and even at the global market.

Although, critics mostly concentrate more on the ills and conflict that happen among the various groups in the workplace. This can be well controlled through a good and reliable top management which is conscious of laying out orderly plans regarding how the diverse workforce could be well managed to achieve success of such organization (Olusegun, Abdulraheem and Nassir, 2018a); Hayes, 1999; Jackson, et al, 1992). In light of this, Olusegun et al opined that the best strategy to achieve workforce diversity; firstly, to consider training the set of diverse employees on how to get used with the other employee

to get used to the organizational culture; Secondly, effective communication is very important to notify the employees on why it is pertinent to have a harmonious environment and all-inclusive integration among the diverse group of workers (Olusegun, Abdulraheem and Nassir, 2018a).

2.4 Workforce Diversity Management in Nigeria

Nigeria being one of Africa's most populous industrious nations in the world is quite endowed with abundant human and natural resources which cannot be overemphasized. It is, however, important to note that most of the economic drawbacks of the nation can be attributable to the apparent inability of the organizations to perform strategically. Without a doubt, one cannot derogate from the fact that organizations of today face a lot of conflicts arising from the employees 'action or inaction' which can be a great threat to corporate performance, existence, and ultimate survival. Several authors have opined that workforce environment cuts across people from various socio-cultural backgrounds working together as employees which may be a potential source of Organizational conflict (Ukachukwu and Iherionhamma cited Miebi 2014).

Diversity in the personality and other dimensions of diversity could also affect employee behavioural outcomes (Afolabi and Omole cited in Miebi 2014). Therefore, the managers in an organization need to truly understand the various behavioural attributes in employees to harness their best in a distinctive competence of the workforce environment. Firms must recognize that the survival of their organizations is very vital to the economic health and instrumental to the strategic positioning of their countries in the confines of nations and managers must understand that the task of surviving in today's world is very enormous, therefore, they must ensure that the best individual is selected and maintained for the optimum performance of their organizations.

Going by the present realities faced in several organizations, workforce diversity has posed challenges as well as opportunities for the functioning and behaviour of organizations. It is not also deniable that a country, like Nigeria, as vast and populated as it is, ranging from different ethnic groups/nationalities cannot fall short on the issues of workforce diversity management. One can also attribute diversity management to talent availability and other

desirable characteristics. This can be further expatiated by linking employees' strengths with the overall performance of the company.

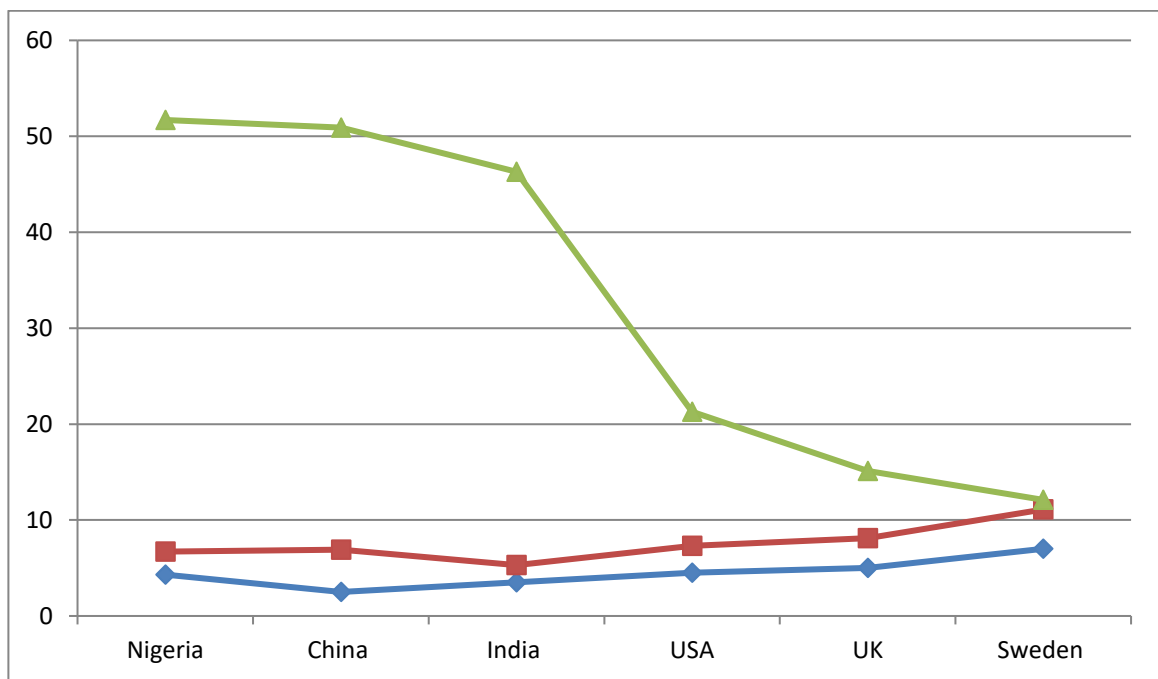
Tajfel opined that group membership can enhance ways individuals behave within the group, but often at the expense of those considered in the out-group. He called this the 'Social Identity theory as it is concerned with the existence of multiple identities, the variability of the degree to which people identify with a social group, and the role of the social context in social identification. (Tajfel, 1978). Deazux further asserts that social identity theory does not only explain one's self-concept but addresses how other people perceive it. (Deazux, 1993). From all indications, the inference that can be made from both authors pertains to measuring the power and interest of employees and how effective communication between them can prompt high level of productivity and innovation which will, in turn, contribute adversely to the long term survival of the organization in the society in which they operate.

The assimilation paradigm is the dominant approach to diversity management in Nigeria; this is responsible for ethnic unrest, religious and social groups that have characterized the country's history. With over 180 million people from about 350 different ethno linguistic groups, with three major groups: The Hausa-Fulani, Yoruba, and Igbo, accounting for about 29, 21, and 18 percent respectively of the total population (Falola and Heaton, 2008).

There are several religious groups that Nigerians belong to; however, the most dominant is Christianity and Islam which accounts for approximately 40 and 50 percent respectively of the Nigerian population (Adeleye, Aja-Nwachukwu and Fawehinmi 2015). Islam is dominant in the northern region while Christianity is the major religion in the south. Indigenous religions are also commonly practiced throughout the country and are sometimes practiced alongside Christianity and Islam.

To ensure unity in diversity a clause was established in the 1999 Constitution that requires that no citizen of a particular community, ethnic group, place of origin, sex, religion or political opinion is subject to disabilities, restrictions, privileges or advantages to which other citizens are not subject (ODI, 2006).

Indeed, attention has focused more on narrow emotional issues bothering on religion and ethnicity. The reason is that these two attract the allegiance of many Nigerians than national identity, even in the private sector they play major roles in the determination of individual employees' status (Mamman and Baydoun, 2009: 194). As a result, there is a high level of social exclusion in Nigeria, amplified by a porous legal and institutional framework, as well as challenges with ensuring gender equality and inclusion, Nigeria ranks poorly (45th/47) on the global diversity readiness index (SHRM, 2009; see Figure 1 below)



Maximum Score – 100; Survey of 47 countries by SHRM & The Economist

From figure 1 above, Sweden ranked the first in diversity management, followed by the UK who is 7th on the rank, USA is 14th, India is 41st, China 44th while Nigeria is 45th (SHRM, 2009).

2.5 Workforce Diversity: Towards Achieving Long-term Survival of Oil Servicing SMEs in Port Harcourt Nigeria

Several theories have been postulated concerning workforce diversity and organization performance as both concepts appear to be inter-related. One cannot exist without the other. It is very important to note that one of the most interesting attributes of achieving long term

growth and satisfaction is through improved market sales emanating from profits generated from both small-medium businesses and large corporations. This is majorly rampant in Nigeria as records have shown that SMEs constitute a large sector of the Nigerian businesses and over 95% in global businesses (Gbandi&Amissah 2014)

The major focus here centres around one of the most indigenous parts of Nigeria, River State Port Harcourt. It is very interesting to note that a considerable number of SMEs are rampant in Port-Harcourt, Nigeria as it involves a small level of capital and creates employment for the ever-growing population in the country. The only undermining factor of SMEs unlike the Larger Enterprise is that it is usually privately owned and limited to a geographical area. Diversity plays a huge role in SMEs due to their size, configuration, and ownership. As much as SMEs have their advantages, it is not without its disadvantages. Diversity Management practices have been poorly implemented in business organizations particularly among SMEs and the reason is that diversity management is normally handled by owners/managers instead of personnel specialists. This could lead to inequality among members in the management and may even result in job dissatisfaction and efficiency decline.

Above all, one cannot derogate from the fact that diversity management has and will continue to play a major role in both large and Small Medium Enterprises as failure to properly embark on the diversity practices in the organization workplace might mar and weaken their legitimacy and existence in the community where it operates. This is because diversity management makes the company maintain a high stake in the society and also gain social recognition to enhance best practices in their business operations. This implies that all companies should maintain a responsible business that accommodates various diversities of an all-inclusive workforce that does not accommodate any form of discrimination. It comprises of various skills and competences. The implication of this is that it will positively in-turn contribute to the productivity level and growth of the company which increases their chances of surviving.

2.6 Draft Structure of Proposed Literature Review Chapter

Research Themes	Theories and Supporting Literature
Theme1: Workforce Diversity/ Diversity management	<p>The Impact of workforce diversity on employee performance</p> <ul style="list-style-type: none"> • ‘Defining workforce diversity initiatives and practices in organisations’ (Carrell and Mann, 1993) • Analysis of the need for Cultural Diversity Training (Dahm, Molly, 2003) • Arguments against ‘Tolerance’ been side-lined in the Diversity training of employees (Gebert, 2017) • Workforce Diversity as a global business relating to its psychological effects (Srinivasan, 2015) <p>Age Diversity, Educational Background/Diversity and Ethnic Diversity</p> <ul style="list-style-type: none"> • Achieving Ethnic and Educational Backgrounds; diversity in improving firm innovativeness (Mohammadi <i>et al</i>, 2017). • Managing Diversity at the workplace via racial diversity and its psychological impact on achieving employee performance (Singh <i>et al</i>, 2013). • Cultural diversity and SMEs In achieving organization performance (Hartenian and Gudmundson, 2000)
Theme 2: Employee Performance	<ul style="list-style-type: none"> • Workforce Diversity Management and employee performance (Majid Makhdoomi and Ahmad Nika, 2017) • “performance: relations between HRM, diversity and performance” (Benschop, 2001) • “Diversity Management, Job Satisfaction, and Performance: Evidence from U.S. Federal Agencies”(Pitts, 2009).
Theme3: Organizational Performance	<ul style="list-style-type: none"> • ‘Workforce Diversity Management and Organisational Performance; Addressing Nigerian Case’ (Olusegun <i>et al</i>, 2018) • Impact of Workforce Diversity on SMEs (Gudmundson and Hartenian, 2000)

Table 1

2.7 Empirical Review

(Dike, 2013) studied *the impact of workplace diversity on organizations*, it focused on exploring how companies manage workforce diversity and its consequences to the company's existence as well as examine how companies deal with challenges that come with employees from diverse cultural backgrounds. The study was conducted in Five

companies in Finland and Ghana to acquire answers to the question that is being focused on. The researcher adopted the qualitative research method to gather and analyse the data on the companies. To answer the research question as well as obtain and practical and relevant information on each company, the author interviewed three of the companies and gathered information on the internet on two of the Companies.

The study found that that workplace diversity plays an effective role in some companies, however inadequate mentoring and guidance could cause a company low productivity. For this reason, there must be regular improvement in ways to effectively manage a diverse workforce as the world keeps advancing.

Cletus, Mahmood, Umar, & Ibrahim, (2018) in their study on *Prospects and Challenges of Workplace Diversity in Modern Day Organizations: a Critical Review* argues that workplace diversity (WPD) is a holistic concept that denotes the differences that exist between people working within an organization. It describes the complex physical, sociological or psychological attributes such as gender, ethnicity, sexual orientation, religious or political beliefs that define an individual or group. Therefore, WPD transcends the recruitment, representation, or preferential treatment of people within an organization. The complexity of WPD has become one of the most challenging issues currently of critical importance in business and organizational management.

Their study found that diversity in the workplace enhances critical thinking, problem-solving, and employee professional skills. Furthermore, it enables organizations to attract talent, improve corporate attractiveness, productivity. However, it is currently hampered by the hostility, disrespect, and discrimination people with diverse background encounter in the workplace. Such behavioural attitudes as ascribed to prejudices and biases towards people with varied lifestyle choices, ethnic and cultural differences, disabilities, and generational gaps. These factors can stifle morale, teamwork, profitability, and the attractiveness of the organization (Cletus et al., 2018). They recommend that modern-day organizations should address the causes of discrimination and prejudice to exploit the benefits of WPD. These can be addressed through strategies that foster an empowerment culture, build communication, and team spirit with organizations. These efforts will promote acceptance, productivity, and profits in future organizations (Cletus et al., 2018)

2.8 Conceptual Framework

This study has given an account of the various scholarly views and arguments regarding the Diversity management literature with a focus on how workforce Diversity has an impact on Employee performance. Having addressed the various theoretical views based on the major objective of this research the various variables were derived to form the conceptual framework. The workforce Diversity which comprises of Age, Educational and Ethnic Diversity (Independent Variable), Employee performance (Dependent variable) and Organisational Performance (Dependent Variable).

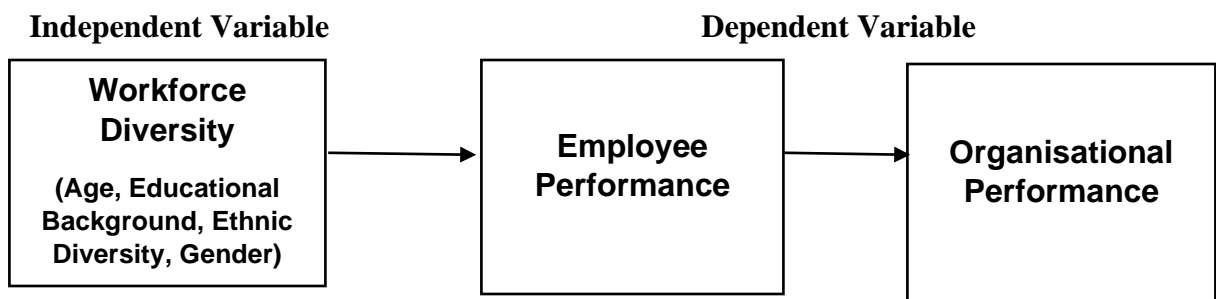


Figure 2.8 Conceptual Framework

These major variables interdependency process is being affected by some other driving factors such as employee training, effective communication, and awareness of employees on the need to maintain a diversity climate in the organization to increase the organization's chances of growing and performing effectively. Thus the diagram above shows the interrelationship between workforce diversity, Employee performance, and organizational performance because they solely depend on each other. These themes will further be used to derive various questions and also to get viable data that will be further tested to arrive at results which will be further discussed in detail in the next section of this research.

3.0 Methodology

3.1 Introduction

A research methodology is an essential aspect of the research process. It deals with how research is conducted, the process of data collection and the nature of the data. This chapter explores research methods open to the researcher and associated data gathering options. This is the central part of the work that serves as a framework to achieve valid research. This section also consists of and explores research paradigms, design, and strategy, explaining the issues concerning the ethics of carrying out this research by identifying the rigorous data gathering methods.

3.2 Research Paradigm and Overall Approach

Paradigm was introduced to the philosophy of science by Thomas Kuhn. A Paradigm, according to Kuhn is a generally acknowledged and accepted scientific knowledge acquisition that helps the scientific community with a method of resolving the problem within a period. According to Kuhn, advancement in a given mode of seeking knowledge brings an end to the old paradigm and introduces a new paradigm which he called "a shift in paradigm" (Kuhn, 1962). Once a particular paradigm is no longer accepted, a period of testing and shift in paradigm occurs until a new paradigm evolves which to explain the phenomena (Ryan 2015). Paradigm can be seen as the approach a researcher chooses to adopt in his or her research endeavour.

The philosophical orientation of a researcher guides him or her in the research process; it determines the type of data, method of data collection and mode of data analysis. Research is, therefore rooted in philosophy. The research philosophy refers to the world view of the researcher through which new authentic knowledge is obtained. It means that the choice of the research strategy is determined by the problem the research is designed to solve.

A research paradigm is consisting of ontology, epistemology, and methodology. Holden & Lynch (2004) argue that the choice of methodology should reflect the philosophical orientation of the researcher and the phenomenon under investigation. Ontologically there

are different schools of thought such as; positivism, interpretivism, pragmatism and realism.

Positivism is the ontological position of researchers who believe that the existence of knowledge is independent of the knower, in contrast, the interpretivism argues that the validity of knowledge is dependent on the interpretation of the knower. Pragmatism seeks to modify the two opposing views by arguing that the nature of the research question determines the position of the researcher and the approach to adopt.

Realism is based on the hypothesis that is useful for understanding the subjective nature of human being (Žukauskas, Vveinhardt & Andriukaitienė 2018).

Epistemologically positivists hold an objective orientation, meaning that the researcher can be detached from the objective of the research. In contrast, interpretivism holds a subjective view, arguing that social outcome can be constructed base on the experience of the knower. On the other hand, pragmatism and realism are both objective and subjective; they advocate mixed-methods, combining positivists and interpretivist positions.

Positivism takes a deductive logical view of the relations between theory and research. In contrast, interpretivism takes an inductive view of the relationship between theory and research. Methodologically, positivism uses quantitative methods of data collection and analysis, while interpretivism favours qualitative methods. Pragmatism adopts a mixed method which is a combination of qualitative and quantitative methods.

This study adopts pragmatic philosophical orientation, because of the nature of the research problem which seeks to explore the manifestation of workforce diversity management and employees' work performance.

The mixed-method was adopted because it will explore the benefits of the quantitative and qualitative methods to arrive at a veritable conclusion which focusing on an approach may be difficult to arrive at.

The quantitative method focuses on collecting numerical data about a given phenomenon, using a structured interview. Relying on this method alone will not allow the researcher to explore the feelings and emotions of the respondent about the manifestation of workplace diversity and its effects on employee's performance.

However, the quantitative method will enable the study to uncover key variables that is predominant as workforce diversity, and this will trigger further study on the degree of the manifestation of these variables as diversity at the workplace.

On the other hand, the qualitative method is concerned with collecting textual information through semi-structured interview, discussions, and observation. This approach enables the researcher to explore the feelings, emotion and expressions of respondents about the manifestation of workforce diversity and the extent of its management by various oil and gas servicing firms and its effects on employees' job performance. However, relying on qualitative methods tends to be subjective, such that feelings and emotions can be misleading. Thus the objectivity embedded in quantitative methods is needed to validate or reject certain variables as the dominant factor in workforce diversity management.

In order to mitigate the subjectivity of a purely qualitative method or the structured nature of a quantitative method, a mixed-method is used to bridge the gap and strike the needed balance. Thus, this study adopts a mixed-method approach by using an exploratory survey instrument to inform the design of the primary semi-structured interview data gathering instrument.

3.3 The Research Rationale

This section discusses the reason behind the chosen research technique on whose basis the inquiry is built. At necessary places, there are references to the philosophy of science like ontology, epistemology and paradigms where necessary.

3.3.1 Research Questions Restated

This research is designed to achieve three basic objectives; firstly, to investigate the manifestations of workforce diversity in oil servicing companies in Nigeria, secondly, to explore the effect of workforce diversity management on employees' performance, thirdly, to examine the prospects and challenges of effective diversity management in the oil servicing sector in Nigeria.

To achieve the above objectives and put the research within a context, the following research questions were structured: to explore the how workforce diversity affects employee performance in oil servicing companies/firms in Nigeria and what are the

prospects and challenges of effective workforce diversity management in the oil servicing sector in Nigeria.

The major concepts in the research questions are diversity and job performance. The concept of diversity can be explained in different ways. The first research questions relating to diversity is related to social psychology which is closely related to anthropology, a study of such concept has to be focused on participatory designs. Thus a case study research design is adopted to study this phenomenon.

Stake (2000) described case study methodology as a strategy of inquiry in which the researcher explores in-depth a program, event, activity, process, or one or more individuals. Cases are bound by time and activity, and researchers collect detailed information using a variety of data collection procedures over a sustained period. For this study, the phenomenon under investigation is workforce diversity management and employees' job performance. Data collection is done through in-depth interviews, discussion and review of existing literature. Another component of case studies is the unit of analysis, defined as the area of focus of the study (Merriam, 1988; Yin, 2009). For this study, this unit of analysis is the SMEs oil servicing firms in Port Harcourt, Rivers State, Nigeria.

The study seeks to unravel the views and opinion of the workers on diversity management and its effect on employees' performance, in so doing, determine the perception and feeling of the respondents about workforce diversity management. This kind of feeling can be expressed among a group of employees; however, data collection will focus on individuals.

The analysis of the research questions will involve the ontological view of pragmatism, which allows for the integration of more than one research strategy in a single study. The focus of the epistemological argument is the relationship between the researcher and the phenomenon under investigation and the level of objectivity involved in the process. In this context, diversity management relates to the feeling of discrimination. Such feelings are not objective; thus, it value-laden.

In effect, collecting data involving the feeling and orientation of respondents involves subjective interaction between the researcher and respondent. This type of interaction is value-laden both on the part of the researcher and the respondents. Therefore, the nature of

the data and the interaction between the researcher and the respondents inform the adoption of the pragmatic approach for this study.

3.3.2 Research Context

The concern of this study is the exploration of workforce diversity management and employees' job performance. The study will explore the manifestation of workplace diversity and its effect on the performance of the employees. It will unravel the experience of employees of oil and gas servicing companies, using the interview methods. This method will allow the exploration of some of the unquantifiable information that relates to diversity management such as gender-based discrimination, work experience, ethnic consideration, the dichotomy between Degree and Diploma holders in recruitment and promotion, and reference by notable persons as a precondition for recruitment, job security and promotion.

The uniqueness of this study suggests the move away from the rigidity of the quantitative deductive approach to involve some elements of flexibility in the research design which prompted the choice of the mixed method.

3.4 Research Design

Research design concerns the overall structure in carrying out well-organised research (Omen, 2008). To give a proper outline of the method adopted in this research, this study adopts a qualitative case study research design. This is pertinent to achieve external validity on the various minds of the employee regarding measuring the effect of workforce diversity on their willingness to work effectively and perform well towards achieving organizational goals and objectives.

A qualitative case study is a research approach that enables speedy exploration of issues within a context using different sources of data. It helps to look at the phenomenon through different lenses rather from one perspective (Yin, 2003).

The advantage of the case method is that it is exploratory; the researcher focuses on a phenomenon to understand the various aspects of the phenomenon.

Yin (2009) identifies five components of an effective case study research design:

- (1) Research questions;
- (2) Propositions or purpose of the study;
- (3) Unit analysis;
- (4) The logic that links data to propositions; and
- (5) Criteria for interpreting findings.

The appropriate questions for this kind of case study research are "how" and "why" kind of questions. Specifically, questions about ways of managing diversity to ensure inclusiveness. Also, questions concerning the type of diversity experienced among by participants.

The second aspect of the case study research is a clear definition of the purpose; the purpose of this study to explore the experience of the employees on diversity management and how it can affect employees' job performance.

The unit of analysis is the third component of the case study research design. The unit of analysis of this study is the Small Scale oil servicing firms in Port Harcourt, Rivers state in Nigeria.

The fourth component is the linking between data to the proposition; the effort will be made to match the pattern that was identified in the data collection to the theoretical proposition of the case study. The pattern that will emerge will provide answers to the research questions posed in chapter one.

The criterion for interpreting the results is the fifth elements of the case study research. In this study, the researcher will extract meaning from the findings to arrive at the recommendations for further studies.

Yin (2009) states that a carefully conducted case study benefits from having multiple sources of evidence, which ensure that the study is as robust as possible, this study adopts semi-structured interview method as the main method of data collection.

A pilot survey was conducted to isolate the key variables that are underpinning diversity management among oil servicing firms in Nigeria. These isolated variables will form the basis of the interview and discussions.

This design is qualitative dominant because the survey is conducted to isolate the variables that underpin diversity management among the oil servicing companies, these variables inform the design of the oral interview process, the data collected is subjected to content analysis.

3.4.1 Research Strategy

This study shall be taking an analytical approach to describe the relationship and link between workforce diversity and employee performance by also considering some driving factors such as age, sex, and race which in-turns lead to organisation performance. The researcher will further embark on carrying out an in-depth analysis of the results of the survey which will be carried out via online surveys to show graphical representation using histograms and pie charts. This will further help to show the various age groups and the various employee cadres of some selected SMEs of Oil Servicing firms in Port Harcourt that will participate in the survey exercise to measure their perception regarding what they feel about their company policies on adopting workforce diversity.

The study shall further use the case study approach by selecting some Oil Servicing SME's in Port Harcourt; this will help us to know the various mind-sets of their employees through the oral interview. This research shall further adopt a cross-sectional approach to be able to have an overall view of the various employees from the different Oil Servicing SMEs to gather reliable and valid research. Similarly, the case study method used in this research was focused on cross-case analysis to support and carry out legitimate research (Bogdan & Biklen 2003).

The main reason and advantage of carrying out a case study research are because it consists of various modes and approaches that are mutual with the main purpose to investigate and show practical testing of the phenomena. This will further prove the originality and validity of the research as the main purpose of using the exploratory case study approach.

3.4.2 Sources of Data

Data for this study will be generated from two sources; primary and secondary sources.

Primary Data

Measuring workforce diversity management and employee performance in this research will involve the use of a quantitative approach in which the raw data will be derived from

using a close-ended and structured questionnaire. This will be carried out online through the use of survey monkey. Subsequently, an oral semi structured interview will be conducted; it is an open-ended question which will be formulated and segmented according to the conceptual framework and also focus on the objectives and the overall question to be answered in this research.

The semi-structured interview is an interview where the respondents are asked the same question across, but they are at liberty to respond base on their own experience and worldview. The interviewer asks an open-ended question which elicits information about the experience, feeling and idea of the respondent.

The difference between the structured and semi-structured interview is that the structured limits the respondents to a given type of response, for example, yes or no, agreed or disagreed, while the semi-structured interview provides an open-ended question where the respondents feel free to express their feelings about the questions.

In this case, therefore, the structured questionnaire will be used to isolate the variables that will guide the semi-structured interview.

Secondary Data

In any research study, every researcher needs to devise the means of using secondary sources of data as it curtails the various opinions/commentaries from past works of literature/reviews because they serve as supporting tools necessary to foster comprehensive research. Secondary sources are simply existing literature such as journals, articles, newspaper, books, magazines, and several other sources which have either been published or written by authors. It is quite different from primary data which is directly gotten for respondents.

3.4.3 Method and instrument of Data Collection

The primary and secondary data will be collected; the primary data will be collected using the survey method, while the secondary data will be collected from existing literature. The survey method comprises of structured questionnaires and Key Informant Interviews (KII). A standard Likert 5point scale questionnaire will be administered to the respondents, who will respond and return it to the researcher. The questionnaire is divided into two sections;

section A focused on the demographic information of the respondent while section B examines the level agreement of the respondent on the statement based on the research questions.

3.5 Population of the Study

The location for this study is Port Harcourt, the capital of Rivers State, Nigeria. The location is chosen because it hosts most of the oil and gas companies in Nigeria. Rivers state is one of the oil-producing states in Nigeria, thus most of the multinational and small scale oil servicing companies are located in Port Harcourt. Also, the researcher once lives and works in one of the oil and gas firms in Port Harcourt.

It should be noted that the Small Scale oil servicing companies in Nigeria are under a union known as Petroleum Technology Association of Nigeria (PETAN) made of 80 members companies, out of which 26 are domiciled in Port Harcourt which represents 32.5% of the entire membership of the union, this further justifies the choice of Port Harcourt as the study location. Out of the 26 oil services companies in Port Harcourt, a sample of 6 companies as listed in table 1 below are taken as the focal point for this study.

Table 1 List of sampled companies for the study:

S/N	Names of Company	Address	Population
1	Amelin Projects Limited	Plot 1 Amb Joe Ehoru Crescent, School Road Elelenwo, Port Harcourt, Rivers State, Nigeria	21
2	DSV Pipetronix Limited	No 1 Rumuibekwe Road, Rumuibekwe, Port Harcourt, Rivers State, Nigeria	79
3	Poseidon Energy Services Nigeria Limited	Plot 4 Odani New Layout, Off Eleme-Onne Expressway, Elelenwo, Port Harcourt, Rivers State.	58
4	B.G. Technical Ltd	Plot 144/149 Trans Amadi Industrial layout, Port Harcourt, Rivers State, Nigeria	35
5	Gramen Petroserve Ltd	Trans Amadi Industrial Layout. Port Harcourt	64
6	Topline Limited	No. 40, Birabi Street GRA Phase 1, Port Harcourt, Rivers State	29
	Total		286

3.5.1 Sample Size Determination

Sample can be defined as units from a specific population that is used to represent a whole. The sample represents the population and adequate information will be gotten for the study. Based on the population of the study that is employees of oil servicing companies in Port Harcourt, the study will focus on the Small and Medium Scale oil servicing firms. The YaroYahmen's formula for sample size will be adopted for this study as a result of a large number of population. The Population size is made up of 1000 employees of the Small scale oil servicing firms in Port Harcourt. The formula is given as:

$$n = \frac{N}{\sum (1 + N(e)^2)}$$

Where,

N = Population

n = Sample size

E = Level of Significance (accepted tolerance 0.05% with confidence level 0.95%)

The sample size will make use of the given population of 1000 staff.

If: $e = 0.05$

N= 1000

Using the formula above;

$$n = \frac{1000}{\sum (1 + 1000(0.05)^2)}$$

$$n = \frac{1000}{\sum (1 + 1000(0.0025))}$$

$$n = \frac{1000}{\sum (1 + 2.5)}$$

$$n = \frac{1000}{3.5}$$

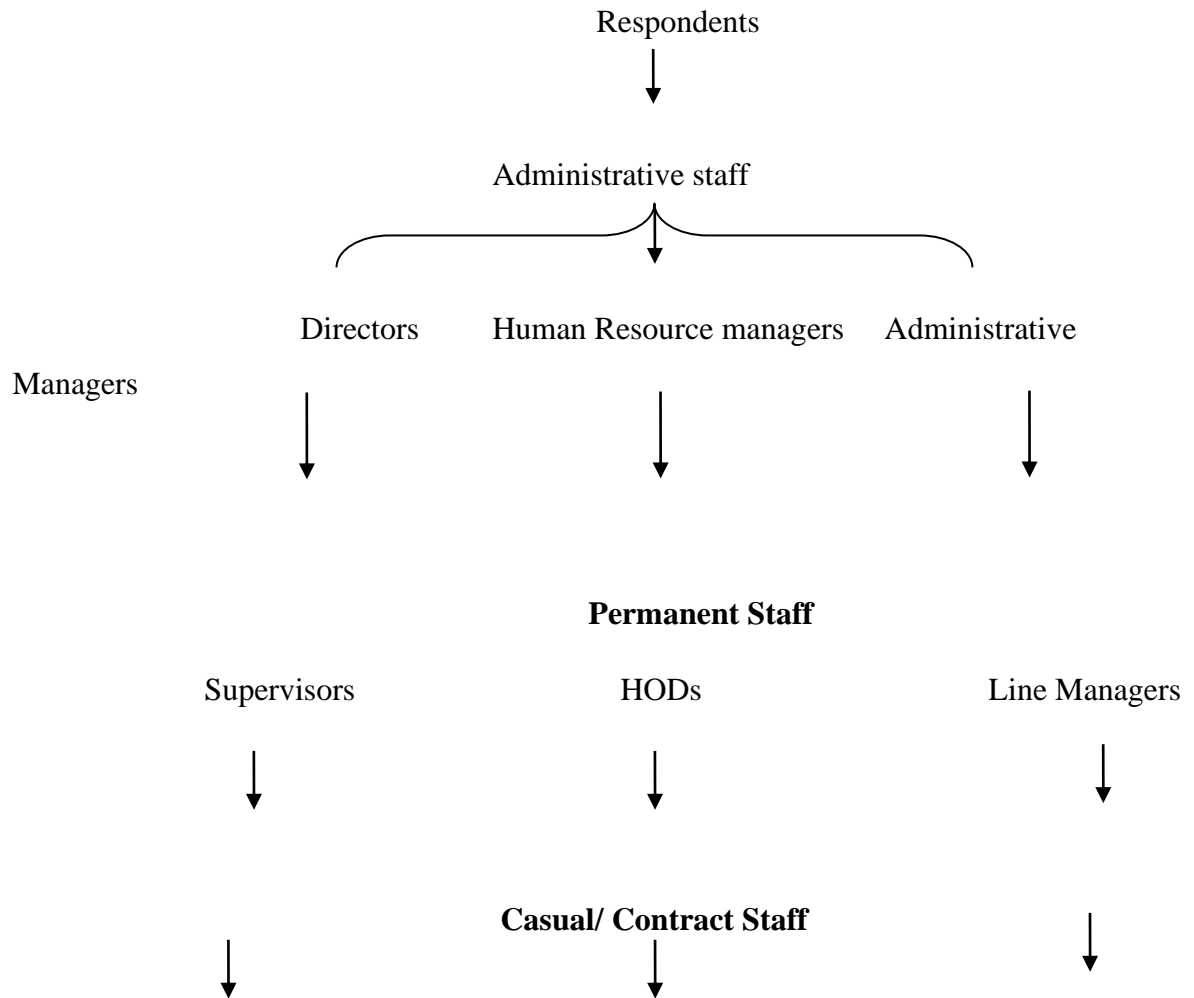
$$n = 286$$

The sample size for this study will be 286 respondents.

3.5.2 Sampling Techniques

This research adopts the cluster sampling technique. A clustering technique is a random sampling in which each sampling unit is a collection or cluster of elements. This technique is particularly useful and effective in a heterogeneous situation or investigation. Therefore, the respondents will be grouped into the administrative cadre to form the first cluster, the permanent staff to form the second cluster, and the casual/contract staff to form the third cluster:

Figure 3.5.2: Chart showing the cluster of respondents



3.6 Access and Research Ethics

One of the most vital attributes of a true research centre on the ability to gain the necessary access to cogent tools needed to forestall good research (Resnik, 2015). A high-level ethical compliance guideline must be exhibited by the researcher when carrying out necessary findings/analysis of data to be collected. One of such attributes is such that a researcher must maintain the highest level of Confidentiality and Tranquillity when collecting and transcribing people's personal and sensitive data. Amongst the various ethical guidelines stipulated by the college is the provision of consent forms that are made available to respondents/participants to protect their integrity/image (SRA. 2013). Consent plays a very

important role in research as a failure to get the necessary consent from respondents may result in grievous penalties subject to the new regulations governing Data Protection.

Amongst the notable guiding themes revolving around research are confidentiality, availability, resilience, and integrity (CCCU 2014). The presence of these themes forms the basis for reliability upon which this research is based. It becomes very pertinent for this research to be operational and feasible to not only the researcher but the participant who is either directly or indirectly affected by the research. The researcher intends to get access to its respondents/participants through the primary sources discussed above as this distance is a strong factor for the researcher.

The researcher will elaborate extensively on the benefits participants stands to gain should this research yield a positive result. The target audience for this research focuses specifically on employees in the SME sectors, particularly oil servicing companies. At the end of each finding and analysis, there will be a positive impact on diversity management in the workforce environment which further fosters a strong level of productivity and motivation.

3.7 Justification of Research method

The purposive sampling method used in this study is justified on the ground that the sampling method requires the selection of respondents that are adjusted as appropriate for the research. This technique is considered appropriate when what is important is the specific relevance of the sampling units to the study and not their overall representatives to the population.

The interview method which is chosen to complement the questionnaires will help us to collect rich data from respondents like Human Resource personnel; the interview questions are not limited like a structured questionnaire. The method gives the interviewees the freedom to explore the issues in broad detail.

The researcher adopts the online zoom and telephone interview method in response to the global situation of the moment ravaged by the CORVID-19 pandemic, which has made travelling to the study location impossible; hence the online platform will be used to collect data from the respondents.

3.8 Potential Outcomes of the Research

The potential research outcomes as follows;

1. This research proposes that the higher the employee perception on company engagement in workforce diversity initiatives (Age, Educational, and ethnic diversity), the higher the level of employee performance.
2. Organisations with good communication, awareness, and proper training of employees regarding the importance of maintaining a Diversity climate tend to improve employee performance.
3. Organisations with high and supportive diversity management help to encourage the various heterogeneous teams of Employees towards improving their innovativeness and creativity.
4. The mediation and link between workforce diversity programs and employee performance tends to increase organisational performance.

4.0 Research Findings

4.1 Introduction

This chapter presents the finding of the study from the field survey conducted. Two types of survey were conducted in this study; the first was a pilot survey which was used to determine the predominant variables, this was a structured interview. Thereafter semi-structured interview was conducted to explore the feelings, views and understandings of the respondents on the variables as a function of diversity and diversity management. This chapter provides a detailed analysis of the data collected using these instruments. This analysis involves a content analytical strategy which combines the results from the quantitative and qualitative data collected.

4.1.1 Research Population

A pilot survey was conducted and a questionnaire was submitted to 286 respondents to determine the variables that influence diversity among oil workers in Port Harcourt, out of the 286 only 201 responded. At the end of the pilot survey, the isolated variables guide the semi-structured interview. Six companies were chosen out of the twenty-six oil servicing SMEs in Port Harcourt for the oral interview.

4.1.2 Data Gathering

The data for this study was generated base on the 201 returned questionnaires. it should be noted that 286 questionnaires were submitted to the respondents, only 201 participants completed and submitted the questionnaire (see appendix B). This section will analyse the finding from this study, which will provide the basis for the content analysis.

The study reveals that 50.7% of the respondents are female while 49.3% are male; it shows that more women participated in the survey than men. On the age distribution, the study shows that 21.9% of the respondents are 20 and 29 years old, 32.8% are between 30-39 years, 40-49 years had 33.3% of the distribution while 11.9% were recorded for those from 50-59 years. The study shows that majority of the respondents are between 20-49 years.

On the marital status of the respondents the survey indicates that 63.2% are married, 25.4% are single, about 14.4% did not indicate their marital status. On the educational

qualification; 50.2% of the respondents have Postgraduate degree, 32.8 have only first degree, while 12.9 are diploma holders. On the occupational status of the respondents, the study reveals that 38.3% are senior staff, 21.4% are junior staff, and 20.4% are executive officers, while 19.9% are administrative staff.

On if there is gender-based discrimination in the workplace of the respondents, the study found that 165 of the respondents representing 82.0% strongly agreed 26 representing 12.9% agreed, 3 respondents that 1.5% were neutral, 5 respondents i.e. 2.5% disagreed, 2 respondents representing 0.99% strongly disagreed. The distribution shows that there is gender-based discrimination among oil workers, therefore gender is chosen as a key variable for interview.

On if ethnic consideration is paramount in recruitment and promotion in their organization, the distribution shows that 61.7% strongly agreed, 23.4% agreed, 6.9% were neutral, 5.5% disagreed while 2.5% strongly disagreed. The result of the survey indicates that ethnic consideration is a variable for consideration in diversity management in the oil sector in Nigeria.

On if People are discriminated base on their educational qualifications, the survey reveals that 71.6% strongly agreed, 18.4% agreed, 6.5% were neutral, 1.9% disagreed, while 1.5% strongly disagreed, this implies that educational qualification is a factor for consideration in workplace diversity management because a majority of the respondents agreed and strongly agreed with the notion.

On if there is a division between casual workers and permanent staff among the employees; the survey shows that 70.1% of respondents strongly agreed, 22.9% agreed, 2.5% were neutral, and 2.5% disagreed while 1.9% strongly disagreed with the question, thus, the division between permanent staff and casual workers were isolated as a key variable for consideration since a higher percentage of the respondents agreed that it is a factor.

On if relationship with a notable person is a major consideration for employment and promotion in the organization, the study found that 39.8% of the respondents strongly agreed, 30.3% agreed, 11.4% are neutral, and 13.9% disagreed while 4.5% strongly disagree, with a 70.1% that agreed and strongly agreed on the notion, it can be inferred that

relationship with notable persons is a major consideration for employment and promotion in the oil and gas servicing sector in Nigeria. Therefore, the variable was isolated for further investigation through oral interview.

The outcome of the survey indicates that the underpinning variables in the workplace diversity is the gender discrimination, educational qualification, casual worker and staff dichotomy, ethnic and tribal consideration and relationship with a notable person, therefore these variables will form the basis of a further investigation through oral interview.

4.1.3 Categorization

The respondents were categorized in the following manner to ease data collection and analysis: Administrative staff, Directors (Human Resource Managers Administrative Managers), Permanent Staff; such as Supervisors HODs Line Managers, Casual/ contract staff.

4.1.3.1 Semistructure Interview Categorization

Interview number	Occupational cadre
Respondent 1	Project manager
Respondent 2	Procurement officer
Respondent 3	Pipeline Engineer
Respondent 4	contract Administrative staff
Respondent 5	Human resource manager
Respondent 6	Chief Operating Officer
Respondent 7	Human Resource manager
Respondent 8	Admin manager
Respondent 9	Human resource Manger
Respondent 10	CEO

Figure 4.1 respondents 'categorization

4.1.3.2 Respondent Coding

PM – Project Manager	PO - Procurement Officer
PE - Pipeline Engineer	CAS - Contract Administrative Staff
HRM1 - Human Resource Manager 1	AM 1 - Administrative Manager 1
COO - Chief Operation Officer	HRM 2 - Human Resource Manager2
AM 2 - Administrative Manager 2	CEO - Chief Executive Officer

Table 3 - Respondent Coding

4.2 Data Analysis

Data presentation analysis is an important aspects of the research process, it provides the researcher with the privilege to present the data collected from the field work and enable an informed analysis of the study. This section is concern with the data presentation and analysis from the field interview as follows:

4.2.1 What do you understand by workforce diversity?

The first respondent argues that workforce diversity is a dominant issue that must be managed by organizations to get the best out of employees. The second agrees with the first by submitting that workforce diversity has to do with the differences that employees brings into an organization in terms of different orientation, culture and value system which the management of organization should synchronized and used positively to ensure better performance. According to the sixth respondent diversity should focus more on the benefits it brings to the organization. He argues that diversity is a welcome development, because without it the organization will miss out on a potential workforce. This was also supported by the 10th respondent who observes that diversity is the consideration of individual uniqueness in terms of their culture, orientation and worldviews. Base on their statement below it was established that all the respondents understood the concept of diversity in the oil and gas sector.

Workforce diversity is a dominant issue that must be managed by organizations to get the best out of employees. PM

Workforce diversity has to do with the differences that employees brings into an organization in terms of different orientation, culture and value system which the management of organization should synchronized and used positively to ensure better performance. PO

Diversity is a welcome development, because without it the organization will miss out on a potential workforce, it is the consideration of individual uniqueness in terms of their culture, orientation and worldviews. AMI

4.2.2 Do you think that gender consideration is a factor in employment and promotion in the oil and gas sector in Nigeria?

The first respondent agrees that there is gender consideration in employment and promotion in the sector due to the nature and scope of operations in the sector, which is highly physical and require strength, hence companies prefer male to female.

Due to the versatility of the oil and gas sector, there is a general believe that male have more contribution than their female counterpart hence male staffs are promoted to sensitive positions than their female counterpart. This is unfair practice and act of injustice to the female gender, people should not be discriminated based on their gender. PM

On the role of management in mitigating this gender discrimination, he submits that, company executive has roles to play to ensure an inclusive workforce, therefore, they must appreciate the dynamism of diversity to ensure inclusiveness.

The second respondent also observed that gender consideration is a factor in the oil and gas sector because the sector is a male dominated sector; he argues that:

The nature of the activities in the sector made it so and requires energy which women may not comfortably discharge. This brings limitations to how far women can grow in the sector e.g. pipeline and offshore activities cannot be comfortably conducted by women. This is disheartening that some women may not get to their desire career ladder because of the limitation imposed on the female folks in the sector and this negates their full participation in the company. PO

The third respondent opines that women are not placed in some position in the oil and gas sector, in his opinion;

Sometimes they are restricted from working in some areas because of pregnancy or because of the energy requirements of the position. This also affects the promotion of the women into sensitive position. PE

The fourth respondent also supported the view that gender is a major factor in the oil and gas sector citing that;

The oil and gas sector is divided into three: the upstream, mainstream and downstream. The upstream is where you have the rig and most times the management does not allow women at the upstream because of the work hazard while women are restricted to remain at the office with administrative activities it is a gender based discrimination. CAS

In the opinion of the fifth respondent, gender consideration is a factor in the sector, because the oil and gas sector is a male dominated area, their jobs are not female friendly;

A pregnant woman may not be friendly with the carbon-monoxide exposed to in the oil and gas industries. The environment is not woman friendly hence this affects their growth and also some tedious training involved before being considered for promotion to higher level. This does not amount to discrimination; but a practice to protect the female folk from hazard. HRM1

In contrast, the sixth respondent disagreed about gender manifestation in the oil and gas sector. He submits that gender is not even considered at the points of application. He submits;

In my company it is strictly stated that applicants should not add gender in the resume while applying. In the modern days, gender discrimination has been eliminated. women are not enlisted to go to rig before, this is not so again. COO

The seventh respondent submits that the mode of operation in the oil and gas sector involves strength, techniques, and risk of going offshore. These considerations inform the selection of men than women, He agreed that this is not fair to the female folk but that societal norm made it so, furthermore, he observe that in Nigeria some jobs are reserved for the male and some for the women.

The oil and gas sector is a male dominated area, even right from the choice of courses studied in college schools, there is manifestation of discrimination as women hardly apply for engineering courses, so to reduce the manifestation of gender base discrimination in the oil and gas sector there is need to integrate women in courses that will help to bridge this gap. HRM2

In his opinion the gender discrimination has effect on the performance of the employees, for instance his female colleagues could not do much as regarding the real job like operating auxiliary pumps. *He recommends that management should involve more female on the job training to enable them develop the required skill and competence for the job.* This was also supported by the eight respondent who opines that there is gender consideration in the oil and gas sector, because of the peculiarity of the sector which requires strength. Though it is not a fair practice but the nature of the sector, negates the growth of the female folks to their aspired position.

The ninth respondent posits that:

The oil and gas sector can be divided into the upstream, the mainstream, and the downstream sectors, the companies that made up the upstream are the International Oil Companies (IOCs). With the new local content law, the indigenous companies get involved in the mainstream with the IOCs. HRM2

According to her,

There is high manifestation of gender discrimination among the indigenous companies. The IOCs do not have any gender based discrimination because they comply with the regulation established by their parent companies which complies with international standard, hence during recruitment the small medium enterprises (SMEs) look out for the male gender. Even in promotion certain position are not given to the female, this discrimination affects the morale of the female employee. But it is not so in the developed countries. To ensure inclusiveness there should be strict adherence to the international regulation and also the IOCs that gives contracts to the SMES should ensure that they employ certain Percentage of the female in the company. HRM2

The 10th respondent opines that gender is a major factor in employment because as a CEO he put into consideration the terrain of the sector which involves a lot of hazard hence dominated by male folks.

Women hardly grow because they are restricted to office administrative activities. Also, considering that in Nigeria as a third world country, the oil and gas operation are not automated, for instance turning a 40" valve to 360°, requires strength which women may not be able to muster hence gender discrimination in the oil and gas sector are most in operations because it requires manual strength unlike the developed countries where operations are automated. CEO

4.2.3 Do you think there is a manifestation of educational discrimination in the oil and gas sector?

The first respondent agrees to the existence of dichotomy between Degree holders and Diploma holders, in his opinion, this manifests in job advert placement, also when there is opportunity for promotion the degree holders are considered more than their Higher National Diploma (HND) counterpart. And people with engineering degree fare better than HND holders, during promotion, those with HND qualification are grossly discriminated against undermining their experiences he concludes.

This was also supported by the second respondent who submits that there is a dichotomy between degree and diploma holders in the oil and gas sector. In his view.

The HND graduate is technically trained while the degree holder has both managerial and technical training, he is preferred for administrative position when placed side by side with the HND. Hence the HND holder no matter his or her experiences will seldom not get to that managerial or administrative position when there is a degree holder, unless he has additional certification. If not properly managed, this will demoralize the affected employee, and reduces his/her output which affects the performance of the organization.

PO

This agrees with the views of the third respondent, who sees it as discriminatory. The fourth respondents agreed that dichotomy between the HND and Degree holders exists though the government is trying to regularize it through legislation, yet it exists. In contrast with the opinion of others above he submits that promotion is based on performance; hence the HND holder may have a chance provided he or she performs very well on the job. The Fifth respondent did not agree out rightly with this but posits that there is a dichotomy between HND and Degree holders, however, her organization eliminated this to give everyone equal opportunity base on performance. In her opinion;

It is not a parameter for promotion but in the IOCs it is a consideration, they see the HND holders as technicians while the degree holders have the real knowledge as such they are preferred. **HRMI**

The sixth respondent agreed that there is a dichotomy but it is inevitable because engineering is divided into three categories: Artisan- semi skilled, Technicians who are Diploma holders, while Engineers are Degree holder. In his opinion;

This dichotomy was inculcated back in days of undergraduate. Engineers are considered as one with the ability to decipher problematic situation while the HND holders are just technicians and technologist. **COO**

However, he suggests that the HND holder can improve to meet up the requirement for promotion. But warn that getting another degree does not immediately translate to promotion it must be in line with job requirement or the organizational requirement.

He opines that this dichotomy has psychological effect on the work or performance of the HND holder but engineering wise it is not discriminatory but division of work based on functional specialization.

The seventh respondent agree with the manifestation of the dichotomy, supporting the argument that diploma holders are trained technicians while degree holders are more of management trained,

The most important concern of the oil and gas sector is certification, thus, the HND holder can obtain more certification through training and in so doing he/she can advance even to the point of heading a degree holder. HRM2

This also corresponds with the opinion of the eight respondents who submits that degree holders are more preferred especially at managerial level knowing that the diploma holders are more technically inclined without managerial competence, the degree holder has more exposure hence the sector shows advantage to the degree holders.

The ninth respondent believe that this dichotomy exists, however, there is an existing legislation to bridge this gap but it will take some time for it to be fully implemented by the companies. In her opinion, there are certain heights the HND holder cannot get to because of their qualification.

The tenth respondent submits that there is a huge dichotomy depending on the placement,

University degree prepares people for managerial assignment while the polytechnics provides technical education. Hence to remedy the situation organization must state what is required to climb to the managerial cadre by conducting a competence gap analysis for all staffs to enable them close such gaps. CEO

Most time HND holders may requires certification to climb certain height. He submits this have negative effect on the performance of the affected employee, when he/she is denied promotion despite his experience and competence on the job. Management should do proper competence gap analysis on all the staff to ascertain and orientate them about what is required of them to be promoted such that the company will not be blamed for their inability to advance to the next level. This will help to reduce the level of dissatisfaction among the employees.

4.2.4 Is ethnic consideration a determinant factor for recruitment, job placement and promotion in the oil and gas sector in Nigeria?

The first respondent submits that there is rare manifestation of ethnic consideration in recruitment; however, some directors may favour people from their ethnic group for personal reasons. This was further emphasized by the second respondent who submits that ethnic consideration may not be an organization policy but the director may decide to favour certain ethnic group. However, this is not a professional practice and negates due process. *Organization is a faceless entity and should not consider primordial issue. The*

fourth respondent argues that there is a consideration given to those from host communities and State than those from outside the host community, this correspond with the local content act of the Federal Republic of Nigeria.

The fifth respondent posits that;

Such practices might not be manifest in all organizations, for instance the IOCs who partner with international organization may have no need to recognize ethnic consideration. However, in indigenous companies, some CEOs may choose to be surrounded with people from their own tribe, it depends on the owner, but this is unethical.

HRMI

The sixth respondent dismissed such practice and never believes it should be an issue for consideration, but believes that:

Host community consideration is part of the local content laws in Nigeria to help develop the host community. However tribal consideration for recruitment is not functional in the sector. **COO**

The eighth respondent supported the views of the fifth respondent by arguing that the owner of the company most times determines the tribe that will be favored in recruitment. But warn that such practice may lead to recruitment of incompetent staff.

In contrast the ninth respondent observes that there is high level of ethnic consideration in the oil and gas sector, some tribes get more attention than others. This in her opinion affects the performance of the employee. This was also reflected in the views of the tenth respondent who submit that in Nigeria there are three major ethnic groups Hausa, Igbo and Yoruba and any company that is dominated by a particular ethnic group, that ethnic group is more favoured in recruitment and promotion; most times communities are favoured because they are host community where certain percentage is given to the community during employment. In his view this has serious negative effect on performance.

4.2.5 Is there any difference between permanent staff and casual staff in your organization?

The tenth respondent submits that the permanent staff issue has been an ongoing discussion, and that the difference between the terms of employment lies on the benefits accruing to each and job security,

While the permanent staff enjoys employment benefit, the contract staff does not. And the contract staff does not have job security; they are classified as hire and fire, while the

permanent staff enjoys job security. In terms of job performance, the contract staff may have reduced commitment to the organization because of lack of job security and this will have negative effect on the job performance. Also the casual staff is not covered in case of work hazard, he will be careful with industrial hazard. CEO

This was also supported by the first respondent who submits that Permanent staffs are entitled to some benefits that are not available for the contract staff; this discrimination affects the performance of the casual staff.

The second respondent opines that there is a divide between the casual and permanent staff, where the permanent staff sees themselves as a super class. It also demoralizes the employee and increases the rate of job turnover in the oil and gas sector. He suggests that management can intervene by abolishing contract staffing in their organisation; however, the government should enact laws that will discourage this practice. Furthermore, he enjoined management to encourage the contract staff by giving them permanent employment.

In the view of the third respondent, permanent staff enjoys the full benefits from the organizations; while casual staff does not have full employment benefits and can be easily retrenched; this practice helps the company to save cost.

This was supported by the fourth respondent who opines that the contract staff is not entitled to certain benefit, such as pay off sometimes, pension, and the contract staff lack job security, this has negative effect on the performance of the contract staff since there is no job security for the casual staff their commitment level is reduced, hence he or she can be looking for job elsewhere leading to high level job turnover.

In her opinion, management has roles to play to mitigate this discrimination, management should give pay off at the end of the contract, this can keep them going for a while.

The fifth respondent submits that discrimination between casual and permanent staff comes in terms of compensation and benefits, the contracts/casual staff does not enjoy these benefits because the jobs are limited to the contracts, they may not enjoy leave allowances, medical benefits, most times these benefits are built in their salaries. She submits that;

It is almost impossible to do without contract staff because some jobs are not permanent and you don't recruit permanent staff hence, it is a dominant practice. HRMI

The sixth respondent asserts that casual staff is used to fill existing gap, but may not have benefits, however his organization reduced the number of contract staff to avoid agitation for permanence. He argues further that;

Sometimes contract staff can earn more than permanent staff monetarily but without other allowances, and this it does not affect performance, because most of the contract staff are comfortable with their take home than being jobless in searching for a permanent employment. COO

The seventh respondent supported the views of the tenth respondent that the contract staff is hire and fire, but there is high possibility of converting to permanent staff base on performance, this in his opinion is a motivator to the casual staff. The eight respondent disagreed with the motivating factor for the casual staff, when he argues that the casual staff will be less committed to the organization because of lack of job security and employment benefits available to the permanent staff. The ninth respondent assert that the disparity between the casual and permanent staff can only be remedied by an enabling law, while supporting the view that the casual staff may not give his or her all to the company because of his or her employment status.

4.2.6 Do you think that relationship with a notable person is a major consideration for recruitment, job placement and promotion in the oil and gas servicing sector in Nigeria?

The first respondent submits that relationship with notable persons like traditional rulers of a community, politician, important client has tremendous influence on employment in the oil and gas sector. He avers that most recruitment process in the sector is an avenue to attract client favour and patronage. This practice in his view has negative effect on performance as most of the staff so employed may lack required skill for the job.

To mitigate the challenge management should review the employment process and integrate merit to ensure higher productivity. PM

The second respondent agrees with first respondent suggesting that relationship with important personality influences recruitment and promotion and argues that companies are often compelled to employ from the host community, hence most of such recruitment may not be based on merit.

The third respondent believes that it manifests but not as a policy in the organization, but noted that it is not every employee that is recruited or promoted that is based on relationship with a notable person, unless in conflict ridden community where it can be used to pacify the community through their traditional rulers, political leaders as the case may be. He believes that such practice does not bring the best from the employees and may lead to employing the less qualified into sensitive positions thereby having a negative effect on the organisation performance. This view was supported by the fourth respondent who opines that sometimes job seekers have to go to a community leader to get a recommendation letter before getting employed, this in her opinion is not a best practice because it reduces the chances of getting the best person for the job.

The fifth respondent posits that such practices manifest but not in all cases, also there are positions that must not be given through such process. However, management especially Human Resource managers should look at the performance of the recommended person if he or she meets the parameter for the job. She asserts that most CEO's of oil and gas SME business objective is driven by profit maximisation hence they will select the employee based on interest.

The CEO should help the HR personnel by stating it clear to the client the requirement of such position during recruitment exercise. if the recommended person does not meet the requirement he or she will be asked to bring another person more suitable for the job. HRM1

The sixth respondent argues that such relationship does not have effect on recruitment or placement; He narrated his experience where he rejected such arrangement, that standard of operation should be based on merit. Considering the drive for profit maximization management is more focused on performance to get more contract, hence emphasis is more on employee performance than relationship consideration.

The seventh respondent opines there is high rate of relationship consideration in recruitment in most oil and gas firms, but some organization do not indulge in it. This was also supported by the eighth respondent who submits that important personality relationship operates in the oil and gas sector especially in Port Harcourt. Citing that most adverts for vacancies are given to these notable people before advert placement, hence the publication is just a formality. The recommendation is done by the notable person.

The implication is that they value personality relationship over qualification and competence while the company most times believes that they can train the employees to what they want them to do. She blames the management for this trend, because this practice does not allow for better performance. She suggests that management should pay more attention to competence and qualification in order to get the best for the job and ensure better performance.

The ninth respondent concur with the opinion of the eight respondent and suggests that it reduces the prospect of getting the best employee and ensure better performance.

There should be enabling laws that outlaw such practice and the law should be properly monitored. Without such law there is nothing the management can do. HRM2

This was also supported by the tenth respondent who argues that it is a practice that is used as tool for corporate social responsibility (CSR), though it has tendencies for employing incompetent staff.

4.3 Discussion of Finding

The focus of this study is to explore workforce diversity management and employees job performance, with the aim to determine how diversity at the workplace affects the employees' job performance and explore the prospects and challenges of effective workforce diversity management in the oil and gas servicing sector in Nigeria. The semi-structured interview was conducted by the researcher to provide answers to the research questions and the following conclusion is derivable from the observation made from the interview;

1. Gender consideration is an aspect of diversity among the workforce of oil and gas servicing SMEs in Port Harcourt. Women are discriminated against in the sector. Employers prefer men to women during recruitment, selection, and promotion exercises, this is not a deliberate discrimination but a response to the nature of the activities in the industry, which requires masculine strength, it will be difficult for women to muster the required strength. Also offshore activities that are involved in the sector will not be environmentally friendly to the female folks, hence, the choice of men over women in key positions in the oil and gas SMEs. However, these considerations are not obtainable among the International Oil Companies (IOCs)

who tend to adhere to international regulation on gender equality. The argument that the uniqueness of the oil and gas operation as an explanation for gender discrimination correlates with the argument advanced by Anita (2018) who argues that Women are still largely under-represented on corporate boards globally, despite continued efforts to improve boardroom gender diversity. Globally, women now occupy 15% of all board seats, up from 12% in 2015 (Anita, 2018). In her view Women hold only 4 percent of CEO and board chair positions globally.

This is further buttressed with evidence from S&P 500 companies which shows that the higher you climb on the corporate ladder the narrower the gap is for women; this is illustrated in the pyramid below;

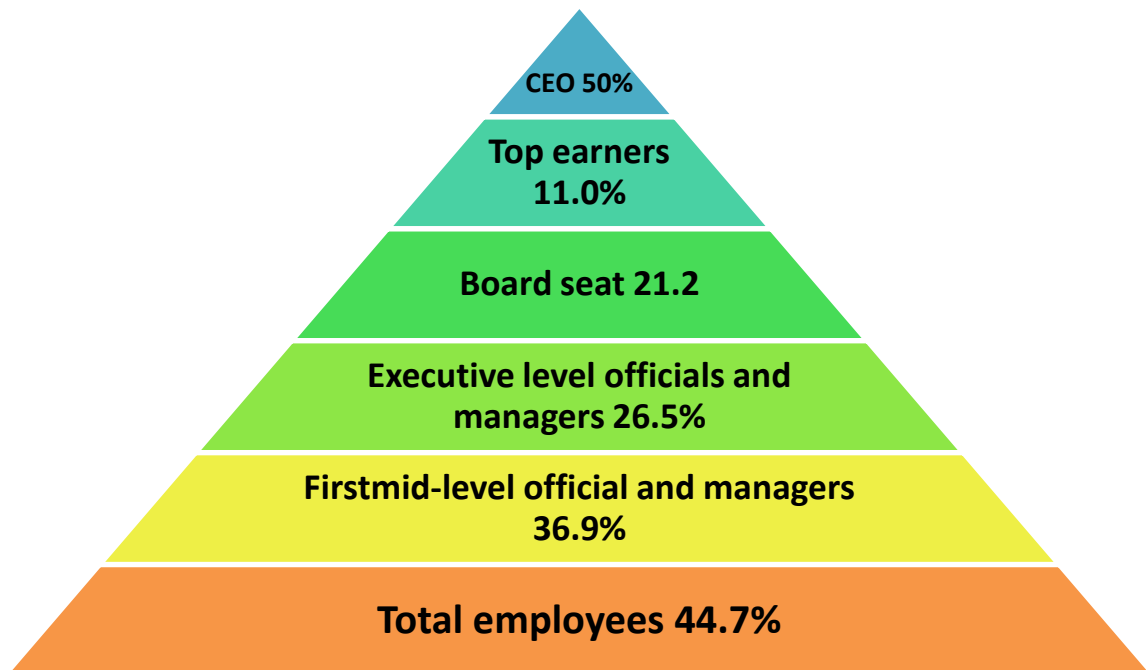


Figure 4.2 showing the positions S&P 500 companies: Sources catalyst Women CEOs of S&P 500

2. Ethnic or tribal consideration in recruitment, placement and promotion is not a corporate policy but it is used as a tool to further better relationship with the host communities. This is because most of the oil servicing SMEs operate in a hostile community, in order to broker peace with the community certain positions are reserved for the host community for example the post of Chief Liaison Officer

(CLO) is often reserved for the host community. Again ethnic consideration occurs where certain director or manager decide to flood a company with people from his or her tribe. It was observed that this practice is unethical and has negative effect on the performance of the organization. This agrees with April and Cheah (2013), who revealed that even the biases, prejudices or perceptions of people of diverse cultures could provide lessons in conflict resolution in the workplace if appropriately managed and channelled resolutely.

3. There is a dichotomy between degree holders and diploma holders like the Higher National Diploma (HND), this dichotomy is endemic, it starts from the various schools; the HND holders are seen as technologist without corresponding managerial or administrative experience. While the degree's holders are trained in theory and practice with managerial competence, they are often preferred than the HND holders, however, the HND holder can upgrade by getting more certifications. Managers should harness the technical knowledge of the Diploma holder and integrate it with the administrative and managerial competence of the Degree holders to get the best for the organization. Along this line the advice of Dhuppar (2015), can be harnessed, who asserts that diversity has the potential to unite the collective strengths and inherent weakness of employees in an organization to its advantage. According to the findings of this study, the different skills and strengths of employees of various educational backgrounds can be harnessed for better performance and productivity. For example, this can be achieved by merging the various technical and management strengths of various employees. Similarly, Emma, (2018) submits that cross-cultural understanding could stimulate better working environment which can go a long way in dispelling stereotypes, prejudices and misconceptions about people of diverse cultures. Therefore, workforce diversity management can help organizations to integrate and strengthen the unity among people from different backgrounds (Amin 2002).
4. There is a gap between the contract staff and permanent staff, Contract/casual staff does not enjoy certain benefits like leave allowances, medical care, and job security, however these benefits are available to the permanent staff. The contract staff is considered 'hire and fire'. The lack of job security affects the performance of the

casual worker. Also they feel less satisfied because of lack of work benefit; this increases the rate of job turnover. However, the oil and gas sector cannot do without contract staffing because some jobs require more hands to complete and the company may not be able to retain the staff at the end of the contract. The contract staff can be retained or made a staff if he or she performs well during the contract period. This is in line with the emphasis on business ethics for diversity management, which emphasizes value for relationships and recognizing and respecting individual uniqueness. Thus, it implores organizations to value each of the employees with his or her abilities (Gotsis and Kortezi, 2013). Organization should be concerned with the performance of the individual staff to determine their employment status.

5. There is a manifestation of the consideration of candidates from a notable person or client, but organizations are advised to integrate merit along this consideration. The notable personality can recommend a candidate but if the candidate performs poorly in the recruitment exercise he or she should be replaced by the organization. Grobler (2003:49) advised that for an organization to value diversity it must first understand the differences between valuing diversity and employment equity. The fundamental difference is that employment equity is enforced by legislation. The management values diversity due to its desires to gain competitive advantage by using the talents of a diverse workforce. Most CEOs of the oil and gas servicing SMEs are more concern with profit maximization, they would not mind if an important client request for a slot in recruitment and selection provided it opens more opportunity for better contracts.

Arguably, diversity exists in the oil and gas servicing sector, a proper management of these diversity will increase the performance of the employees which in turn will determine job organizational performance. Therefore, Managers especially human resource managers should ensure efficient management of diversity to get the best from all the employees. This led Kreitner, (2001:38) to suggest that diversity cannot be viewed as only racial or religious differentiation, but it is the combination of all differences. The concept of diversity defines differences among people and also their similarities. The act of managing diversity requires that these two aspects be dealt with and managed at the same time.

Managers are therefore expected to fuse the similarities and differences among the employees to the organization. This in effect conforms with the Gardenswartz and Rowe (2003), four-layer model illustrated in figure 4.3 below:



Figure 4.3 Gardenswartz and Rowe's four-layer model.

Source; Gardenswartz and Rowe (2003)

Also conforming with the argument of Thomas, & Ely (1996:17), who opines that achieving competitive advantage through the management of diversity has become an important managerial function, hence leadership consideration. It is important that organizations discover means of managing these various manifestations of diversity to ensure inclusiveness which will give it competitive advantage.

This study has shown that, there are manifestations of diversity in the oil and gas servicing SMEs in Nigeria, diversity management is fundamental to better organizational performance despite the manifest challenges.

5.0 Conclusions and Recommendations

5.1 Introduction

The concern of this study is to explore workforce diversity management and employees job performance. Thus, the study reveals the dynamics of diversity management and the need to manage diversity among the employee to ensure inclusiveness and optimum performance. The researcher seeks to explore the manifestation of workforce diversity and its management among the staff of oil and gas servicing companies in Port Harcourt, Rivers State, Nigeria from the views of the employees and examine its effects on job performance both from the employees and the organisation at large.

This chapter begins with a summary of the findings and, thereafter, a summary of the research question vis-à-vis the research finding. Subsequently, the author presents conclusions drawn from the data analysis with combined evidence from the reviewed literature. The conclusions capture the emergent themes and their implication for diversity management.

The chapter concludes with recommendations for improvement of workforce diversity management, as well as recommendations for future researchers who intend to investigate the workforce diversity management and employees' job performance.

5.2 Summary of Findings

The study is divided into five chapters. The introduction, presents the background to the study, statement of the research problem, research questions and objectives. It reveals that workforce diversity management is a primary concern for organisations, HR managers and employees. Diversity is concerned with the synchronisation of individual uniqueness and idiosyncrasies for the benefit of the organisations. Furthermore, it is argued that diversity is multidimensional and has a significant effect on organisation performance, hence the need for proper management.

Chapter two reviews the relevant literature on the subject, providing a substantive knowledge base which acts as a solid foundation for the study. The review finds that diversity and diversity management continues to attract scholarly attention and engagement. Researchers and managers see it as a complex idea with three primary

components, such as; culture, recruitment and inclusiveness. The literature establishes that the main variables defining workforce diversity are age, educational and ethnicity. However, other significant variables like gender, employment status were not considered by the reviewed literature; hence, this study moves to address this omission.

Chapter three details the research methodology, the chapter makes a case for a research approach underpinned by the pragmatism paradigm. The study takes a mixed research method approach. The primary data collection instrument is a semi-structured interview. The design of this instrument being informed by an exploratory survey. The survey results quantify the dominant variables, such as gender, ethnic consideration, relationship with notable personality, educational qualification and employment term of employment.

The analysis of data is twofold. The results from the survey instrument are presented; thereafter, a content analysis of the semi-structured interview was carried out, followed by a discussion of findings. The chapter indicates that diversity management is a necessary condition to ensure effective job performance. Workforce diversity manifests along, gender, ethnicity, relationship with a notable person, a dichotomy between Degree holders and Diploma holders as well between contract staff and permanent staff. These diversities are operationalised in; recruitment, selection, promotion and have a significant effect on employees' performance.

Chapter five presents conclusions and recommendations and a summary of findings when compared to current literature. Finally, recommendations to management and for further studies and policy implementation for organisations were presented.

5.3 Research Questions Revisited

RQ1: To what extent has workforce diversity affected employees' performance in oil servicing companies/firms in Nigeria?

the research finds that workforce diversity has a significant effect on employees' performance, for instance, it is observed that contract staff are often demoralised due to a lack of job security and employment benefits, this hinders their full commitment to the job. Consequentially, they are always on the lookout for other job opportunities. Recruitment and selection are not a meritocracy and are often biased towards those who have a

relationship with a notable person. This can lead to employing unqualified candidates whose work may result in poor outcomes for the organisation.

Gender discrimination demoralises female workers. Promotions are limited to specific positions regardless of work effort, quality, or demonstrated talent. Also, the HND holder, despite being a technologist, may not be preferred when competing with Degree holders for job opportunities or selection for promotion. These practices are manifestations of a workforce which affects job performance among employees of oil and gas servicing SMEs in Port Harcourt, Nigeria.

RQ2: What are the prospects and challenges for effective workforce diversity management in the oil-servicing sector in Nigeria?

Managing workforce diversity in the oil and gas servicing SMEs in Port Harcourt is challenging because of the scope and operation of the sector. It is a sector that is controlled by politicking and primordial consideration, in terms of recruitment and promotion. However, there are opportunities, as identified by the author in the course of the study. For instance, to ensure inclusiveness, the Human Resource Manager and the CEO could merge merit with relationship management, so that the most suitable are chosen among the available candidates. Promotion should be based on performance; with this, the management will shift the blame for career redundancy on the employee who refuses to improve his or her performance. Thus, there are prospects for workforce diversity management despite the challenges.

5.4 Conclusion

From the study conducted, the concept of diversity is seen as an instrument that produces positive or negative results for an organisation depending on how it is managed. The following dominant themes in workforce diversity can be deduced from this study: Gender diversity, cultural diversity, educational diversity, diversity base on the term of employment and relationship diversity.

5.4.1 Gender diversity

Julizaerma & Sori, (2012) present gender diversity management as exploiting the dynamic features and capabilities that men and female bring to the organisation which can be utilised

for the benefits of the organisation. Social science theories like agency, human capital, social psychology and resource dependency were advanced to explain the importance and significance of gender diversity management to promote the organisation's performance (Sener & Karaye, 2014). Also, Cox & Blake (1991) some of the promoters of gender diversity management and gender inclusivity argue that a gender diverse organisation enjoys certain benefits like cost reduction through reduced job turnover and absenteeism than a less gender diverse organisation. Therefore, oil and gas servicing organisations must ensure effective gender diversity management despite the challenges bothering on the nature and scope of operation in the sector.

It was observed that women are discriminated against in terms of recruitment and promotion into certain operations. Gender inclusivity can occur by way of training and retraining female staff with the required skill and competence as well as Health Safety Environment training to get them acquainted with the safety analysis of the job terrain.

Cultural Diversity: There are prospects and challenges in cultural diversity towards achieving the goals of an organisation. The term is related to concepts like social justice and equity (Sensoy & Di Angelo 2017). The manifestation of cultural diversity in the oil and gas servicing SMEs in Nigeria arise from preference to some ethnic groups in recruitment and promotion. This often leads to a dearth of some cultures at management levels. However, it is used to broker peace with the host communities in conflict-ridden community. It is a management imperative to ensure effective administration of the divergent interests and ensure cultural inclusivity while respecting the local laws.

5.4.2 Educational diversity

The manifestation of educational diversity in the oil and gas SMEs is seen in the distinction between degree holders and diploma holders. Diploma holders are seen as mere technologist without managerial competence. Hence they are mostly used as technicians while management and engineering operations are headed by degree holders. Diploma holders tend to be disgruntled and dissatisfied with that arrangement, which in effect affects their performance. In managing this diversity, management could base recruitment and promotion on performance rather than certification (Williams, 2004). Furthermore, an

emphasis on performance rather than certification may promote a sense of inclusiveness, fairness and equity among the workforce.

5.4.3 Diversity base on the term of employment

Employment equity has become one of the dominant discourses in diversity management; this results from the increase in diversity in society and global demand for jobs (Adeleye, Atewologun, & Matanmi, 2014). In the oil and gas servicing, employment status is a major issue for diversity management. The dichotomy between the permanent staff and contract staff is so pronounced that the contract staff is classified as “hire and fire” characterised by low job security and an absence of employment benefits. This inequity affects the performance of the contract staff. Management must find ways of mitigating this challenge and build a sense of trust and dignity in the contract employee; this can be achieved through equity of access to performance-based rewards and promotion selection for permanent and contract employee alike.

5.4.4 Relationship Diversity

Relationship diversity. one of the emerging themes from this study is concerned with a practice where recruitment, placement and promotion are influenced by relationships to notable individuals. This is one of the major practices among the oil and gas servicing SMEs in Port Harcourt, where traditional rulers, politicians and important clients recommend a candidate for employment. Such candidates are regarded as “special” candidates (Adeleye, Atewologun, & Matanmi, 2014). This practice does not allow for equity and fairness and is in direct opposition to diversity management which seeks to embed equity and fairness in society and organisation practice. It must be managed appropriately to avoid flooding the organisation with incompetent staff because they were recommended by high ranking personality.

These perspectives of diversity dominate the oil and gas SMEs in Nigeria, management of every organisation must understand the uniqueness of these diversities and design the modalities on mitigating them and use them in the interest of the organisation. To effectively manage these manifest diversities, the management should focus on ethics, social justice and fairness.

5.5 Recommendations

5.5.1 Recommendation for Management

The findings from this study suggest that workforce diversity management is fundamental for effective and efficient job performance. Hence, management is enjoined to ensure effective management of workforce diversity in the following ways:

1. **Gender management:** Evidence from this study supports women involvement in the operations of the upstream, mainstream and downstream aspects of the oil sector. This can be achieved by subjecting them to the relevant training and automating the operations in the sector as is obtainable in developed countries. Also, Health, Safety Environment (HSE) training should be conducted for the workers periodically to improve their understanding of the health safety equipment.
2. **Degree-Diploma Dichotomy:** There is need to create a balance between Diploma and Degree holders in recruitment and promotion by ensuring such exercise is base on performance. A periodic competence gap analysis will enable the employee know what is the requirement for a certain position; this will inspire the employees to seeks further certification or qualifications. By so doing a sense of belonging and inclusion will be developed.
3. **Ethics and Social Justice in Recruitment:** There is need to ensure fairness in recruitment and selection, to achieve this the CEO and Human Resource officers should incorporate ethics, social justice and fairness in the recruitment process. Where there is need for recommendation emphasis should be on performance, hence, the recommended should merit the position which he or she is to occupy, this will help to improve the performance of the organisation and give it a competitive edge in the sector.

5.5.2 Recommendation for Future Research

Workforce diversity is a growing phenomenon; this study examined its manifestation and management in the oil and gas SMEs in Port Harcourt Nigeria. It would be necessary that further researches should explore across other industries/sectors like banking, communication etc. to determine similarities in diversity management as evidence in this research work. Also a cross-sectional comparism of manifestation of work force diversity

in the oil and gas SME's in Nigeria and other African oil producing countries e.g. the Gulf of Guinea.

Secondly, future studies should adopt the in-depth interview or focused group discussion to enable the observation of the feelings and gesticulation of the respondents. Also the use of quantity method to enable data collection on larger spectrum and informed generalisation on the effects of workforce diversity on job performance.

Also evidence from the semi structured interviews suggest that workforce diversity does not exist in international oil companies (IOC's) in Nigeria, the respondents argued that this is because the IOC's operates with the standards of their parent companies abroad. Therefore, future studies should focus on the IOC'S to ascertain the validity of this assertion.

Lastly, this study isolated five variables such as gender, education, the term of employment, relationship with a notable person and ethnic considerations as aspects of diversity. Future research can examine culture, work experience and religion as aspects of workforce diversity.

5.6 Limitations

In the course of this study, the author was faced with some challenges which limited the scope of the study; first, the study was conducted during the global lockdown caused by the COVID –19 pandemics, reaching out to the respondents was a serious problem, because of the restriction on social gathering. Hence, the initial plan of conducting a focus group discussion and in-depth interview was amended to semi-structured interview through zoom. Also, the interview was marred by poor network and internet challenges.

Time was a major constraint in the course of this study, the limited time allotted by the college was not enough for an exploratory study of this nature. This affected the scope of the research activities.

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7.0 Appendices

7.1 Appendix A - Online Quantitative Survey Link

AN EXPLORATORY STUDY ON THE EFFECT OF WORKFORCE DIVERSITY ON
EMPLOYEE PERFORMANCE

The form AN EXPLORATORY STUDY ON THE EFFECT OF WORKFORCE
DIVERSITY ON EMPLOYEE PERFORMANCE

[See previous responses](#)

https://docs.google.com/forms/d/1l1f-soV5MniS4P_p2SKIYEt8z3XE2a0XHM3a8HH-R8k/edit?usp=sharing_eol

7.2 Appendix B – Interview Questions

Question Guide

1. Do you think that gender consideration is a factor in employment and promotion in the oil and gas sector in Nigeria?
2. In your opinion is there any gender-based discrimination in the oil and gas sector in Nigeria?
3. Do you think there is a manifestation of educational discrimination in the oil and gas sector?
4. Is there a manifestation of the dichotomy between Diploma and Degree holders in recruitment and promotion in oil serving sector in Nigeria?
5. Is ethnic consideration a determinant for recruitment, job placement and promotion in the oil and gas sector in Nigeria?
6. Is there any ethnic group that is more favoured in term of recruitment, job placement and promotion in oil and gas sector in Nigeria?
7. Is there any difference between permanent staff and casual staff in your organization?
8. Is there any form of discrimination between permanent staff and casual staff by the management of your organization?
9. Do you think that relationship with a notable person is a major consideration for recruitment, job placement and promotion in the oil and gas servicing sector in Nigeria?
10. Is it a practice that one must name or attached to a notable figure before being employed or promoted in your organization?

7.3 Appendix C – Code Book

Findings and concepts	Code Coloration	Extract from Interview
<p>Finding # 1:</p> <p>Gender consideration is an aspect of diversity among the workforce of oil and gas servicing SMEs in Port Harcourt</p>	Red	<p>PM</p> <p><i>Due to the versatility of the oil and gas sector there is a general believe that male have more contribution than the female counterpart hence male staffs are promoted to sensitive positions than their female counterpart. This is unfair practice and show injustice to the female gender, that people should not be discriminated based on their gender.</i></p>
		<p>PO</p> <p><i>The nature of the activities in the sector made it so and requires energy which women may not comfortably discharge. This brings limitations to how far women can grow in the sector e.g. pipeline and offshore activities cannot be comfortably conducted by women. This is disheartening that some women may not get to their desire career ladder because of the limitation imposed on the female folks in the sector and this negates their full participation in the company</i></p>
		<p>. PE</p> <p><i>Sometimes they are restricted from working in some areas because of pregnancy or because of the energy requirements of the position. This also affects the promotion of the women into sensitive position.</i></p>
		<p>HRM1</p> <p><i>A pregnant woman may not be friendly with the carbon-monoxide exposed to in the oil and gas industries. The environment is not woman friendly hence this affects their growth and also some tedious training involved before being considered for promotion to higher level. This does not amount to discrimination; but a practice to protect the female folk from hazard.</i></p>

		HRM2 <i>The oil and gas sector is a male dominated field, even right from the choice of courses studied in college schools, there is manifestation of discrimination as women hardly apply for engineering courses, so to reduce the manifestation of gender base discrimination in the oil and gas sector there is need to integrate women in courses that will help to bridge this gap.</i>
Finding # 2: Ethnic or tribal consideration in recruitment, placement and <i>Sometimes they are restricted from working in some areas because of pregnancy or because of the energy requirements of the position.</i>	Blue	HRM1 Such practices might not be manifest in all organizations, for instance the IOCs who partner with international organization may have no need to recognize ethnic consideration. However, in indigenous companies, some CEOs may choose to be surrounded with people from their own tribe, it depends on the owner, but this in her opinion is unethical.
Finding # 3 There is a dichotomy between degree holders and diploma holders like the Higher National Diploma (HND), this dichotomy is endemic, it starts from the various schools	Green	CEO <i>University degree prepares people for managerial assignment while the polytechnic provides technical education. Hence to remedy the situation organization must state what is required to climb to the managerial cadre.</i>
		PO <i>The HND graduate is technically trained while the degree holder has both managerial and technical training; he is preferred for administrative position when placed side by side with the HND. Hence the HND holder no matter his or her experiences will seldom get to that managerial or administrative position when there is a</i>

		<i>degree holder, unless he has additional certification. If not properly managed, it will demoralize the affected employee, and reduces his/her output which affects the performance of the organization.</i>
<p>Finding # 4</p> <p>There is a gap between the contract staff and permanent staff, Contract/casual staff does not enjoy certain benefits like leave allowances, medical care, and job security, however these benefits are available to the permanent staff.</p>	Purple	<p>CEO</p> <p>While the permanent staff enjoys employment benefit, the contract staff does not. And the contract staff does not have job security; they are classified as hire and fire, while the permanent staff enjoys job security. In terms of job performance, the contract staff may have reduced commitment to the organization because of lack of job security and this will have negative effect on the job performance. Also the causal staff is not covered in case of work hazard, he will be careful with industrial hazard.</p>
<p>Finding # 5</p> <p>There is a manifestation of the consideration of candidates from a notable person or client, but organizations are advised to integrate merit along this consideration.</p>	Orange	<p>HRM1</p> <p><i>The CEO should help the HR personnel by stating it clear to the client the requirement of such position during recruitment exercise. if the recommended person does not meet the requirement he or she will be asked to bring another person more suitable for the job.</i></p>

7.4 Appendix D – Sample of Transcribed Interview

HRM2 Interview

Researcher (R)

Interviewee (I)

R: Good morning

I: Good morning

R: Hope you are keeping Safe

I: Yes, and hope you are keeping safe too

R: This research is on the role workforce diversity management and employee job performance: a case study of the Oil and Gas SMEs in Port Harcourt. The research is purely for academic purpose so information you give to me will be handled with high level of confidentiality. Please do have your consent for the interview?

I: Yes, you have my consent

R: Before this interview a pilot survey was conducted to isolate some variables that underpins the subject matter, it is on the basis of these isolated variables that this interview will conducted, among the variables are gender consideration.

R: Do you think that gender consideration is a major factor for recruitment and promotion in the Oil and gas SMEs

I: The oil and gas is divided into the upstream the main stream and the downstream sectors, the companies that make up the upstream are the IOCs. With the new local content law, the indigenous companies get involved in the upstream with the IOCs. There is hardly a manifestation of gender discrimination, but among the indigenous company the IOCs do not have any gender based discrimination because they follow the regulation established by their parent companies which complies with international standard complies with international standard nature of the oil and gas, so during recruitment the SMES look out for the male gender. Even in promotion certain position are not given to the female.

R: In your opinion does this have any effect on job performance?

I: This affects the morale of the female employee. This is not so in the developed countries indeed the discrimination has adverse effect on the performance of the female employee. There should be strict adherence to the international regulation and also the IOCs that gives contracts to the SMES ensure that they employ certain Percentage of the female in the company. This should be criteria for them contract.

R: Do you think there is a dichotomy between HND/ DEGREE holders in the oil and gas sector?

I: Dichotomy exist, however, there is a legislation to bridge this gap but it must take some time to be fully applied or implemented by the companies. There are certain heights the HND holder cannot get to because of their qualification.

R: Is there ethnic consideration in recruitment and promotion in the oil and gas SMEs?

I: There are high levels ethnic considerations in the oil and gas sector some tribes get more attention than others. This affects the performance of the employee.

R: Is there a divide between casual/ contract staff and permanent staff?

I: There is a divide between the casual and permanent staff this can only be remedied by legislation to ensure this is discontinued. This has negative effect on the employed casual staff who may not give his/her best.

R: Do you think that relationship with notable person like important client or traditional ruler influences recruitment and promotion in the oil and gas sector?

I: These manifests in the oil and gas sector and debar the management from getting the best employee and ensure better performance.

R: How do you think this can be remedied is there any role for management to play?

There should be laws and it should be properly monitored. Without the law there is nothing the management can do.

R: Thank you very much for your time and notable comments

I: you are welcome; I hope this helps you in your research endeavour. I wish you the very best.

7.5 Appendix E – Plain Language Statement

PLAIN LANGUAGE STATEMENT

INTRODUCTION OF THE RESEARCH STUDY

This research focuses on the effect of diverse workforce on employee performance and how it contributes to the growth of the organisation in order to maintain long-term existence for oil servicing firms (SME's) particularly in Port Harcourt, Rivers State, Nigeria. The major aim of the research is to examine and shed more light on the emerging practices related to diversity by evaluating current contribution on workforce diversity and how it fosters sustainable growth.

DETAILS AND INVOLVMENT OF RESEARCH STUDY

This research shall adopt the quantitative and qualitative methods of data collection whereby an online survey would be carried out to isolate the key variables which in turn will form the basis of the semi structured interview and discussion on the manifestation and effect of workforce diversity on employee performance in the oil and gas SME, s in Nigeria.

POTENTIAL RISKS TO PARTICIPANTS

This research will not pose any potential risk to participant as the information which will be provided by them will be subject to Griffith College ethical compliance guidelines and as a result, a high level of confidentiality is most guaranteed.

BENEFITS TO PARTICIPANTS

Amongst the benefits participant seeks to gain is an improvement in the level of workforce diversity carried out by most oil Servicing Companies (SME's) particularly in Port Harcourt, Rivers, Nigeria which further foster organizational performance amongst employees in the Petroleum industry. This will help in maximising a good level of communication and motivation between employees.

ACCESS AND ETHICS

The highest level of ethical compliances would be maintained throughout this research as any information gotten from participants shall be kept confidential and any breach of participant personal data would result in penalties in accordance with the Data Protections Regulation. To ensure transparency and accountability, a researcher must undertake to protect people's personal data as this signifies a high level of protecting their integrity.

ADVICE ON DATA BEEN DESTROYED AFTER A PERIOD OF TIME

Any data, personal or sensitive, gotten from respondent/participants, will be destroyed immediately after the major objectives of the research has been established as penalties may arise on failure to destroy such data in relation to the new GDPR regulation.

VOLUNTARY STATEMENT OF INVOLEMENT IN RESEARCH

Every respondent which will be involved in this research have every right whatsoever, at any point in time to withdraw from this research if he/she feels the statement made by him/her would be detrimental to his personal image and integrity.

If participants have any concerns about this study and wish to contact an independent person.

Please contact:

Dr Garrett Ryan,
Griffith College Research Ethic Committee
South Circular Road, Dublin 8, Ireland
Mail: garrett.ryan@griffith.ie
Tel: +353 14163324

7.6 Appendix F– Informed Consent Form



GRIFFITH COLLEGE DUBLIN

INFORMED CONSENT FORMS

An Informed Consent Form should generally contain the following information. Section 3 onwards should be written in the first person, e.g. “I will be asked to attend...I may withdraw from the research study at any point...I am aware that the data...etc.” The headings are there for guidance and do not need to be included in your form.

1. Research Study Title

My research study title focuses on - An Exploratory Study of the effect of Workforce Diversity on Employee performance; A case of Oil Servicing Companies (SME's) in Port Harcourt, Rivers State, Nigeria

2. Clarification of the purpose of the research

It is no longer news that several employees in the workforce environment are faced with a very low level of Motivation and also the internal environment/ structure of the company does not accommodate employee of various ages, races and ethnic background as a result of poor diversity measures exhibited by Organisations today, most especially the Oil producing sector, and this has resulted in poor communication and segregation among employees. There is a need to leverage on implementing diversity measures in our organisation in order to yield a strong level of commitment and profitability in the workforce environment.

3. Confirmation of particular requirements as highlighted in the Plain Language Statement.

Requirements may include involvement in interviews, completion of questionnaire, audio/video-taping of events. Getting the participant to acknowledge requirements is preferable, e.g.

Participant – please complete the following (Circle Yes or No for each question)

I have read the Plain Language Statement (or had it read to me)

Yes /No

I understand the information provided

Yes/No

I have had an opportunity to ask questions and discuss this study

Yes/No

I have received satisfactory answers to all my questions

Yes/No

I am aware that my interview will be audiotaped

Yes/No

4. Confirmation that involvement in Research Study is voluntary

I confirm that I am not under duress writing this research and in furtherance to that fact, I state that I would not at any point withdraw during this project and I will ensure that I complete this project as at when due.

5. Advice on Confidentiality

I will ensure that I maintain the highest level of confidentiality with respect to personal and sensitive data as well as ensure that the greatest level of ethical compliance level is maintained at all cost.

6. Any other relevant Information

The sample size of participants/respondents needed for this research is a total of 200. This will enable the researcher to discover different opinions/perception from different employees with respect to how workforce diversity has been able to foster a high level of motivation and organisational performance among their prowess. Every secondary document collected in the course of writing the research would be properly documented and referenced in accordance with Griffith College Guidelines.

7. Signature:

I have read and understood the information in this form. My questions and concerns have been answered by the researchers, and I have a copy of this consent form. Therefore, I consent to take part in this research project.

Participants Signature : AM

Name in Block Capitals : AMAGADA MAGDALENE

Witness : _____

Date : 12/04/2020

7.7 Appendix G – Sample Participant Signed Consent Form

AN EXPLORATORY STUDY OF THE EFFECT OF WORKFORCE DIVERSITY ON EMPLOYEE PERFORMANCE;

A Case Study of Oil Servicing Companies (SME's) in Port Harcourt, Rivers State, Nigeria

Consent to take part in research

E.E
I..... voluntarily agree to participate in this research study.

I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.

I understand that I can ~~withdraw~~ permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.

I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.

I understand that I will not benefit directly from participating in this research.

I agree to my interview being audio-recorded.

I understand that all information I provide for this study will be treated confidentially.

I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.

I understand that disguised extracts from my interview may be quoted in *dissertation, conference presentation, published papers etc.*

I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.

I understand that signed consent forms and original audio recordings will be retained until *the exam board confirms the results of my dissertation.*

I understand that a transcript of my interview in which all identifying information has been removed will be retained for *a period of two years from the date of the exam board approval.*

I understand that under freedom of information legalisation I am entitled to access the information I have provided at any time while it is in storage as specified above.

I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Signature of research participant

E.E 10-08-2020
Signature of participant Date

Signature of researcher

I believe the participant is giving informed consent to participate in this study

[Signature] 10-08-2020
Signature of researcher Date

7.8 Appendix H –Notification Form for Low-Risk Projects



NOTIFICATION FORM FOR LOW-RISK PROJECTS

Application No. (office use only)

Section A: Applicant Details

PROJECT TITLE:	AN EXPLORATORY STUDY OF THE EFFECT OF WORKFORCE DIVERSITY ON EMPLOYEE PERFORMANCE; A Case Study of Oil Servicing Companies (SME's) in Port Harcourt, Rivers State, Nigeria
APPLICANT NAME:	AMAGADA MAGDALENE
SCHOOL/UNIT:	GRIFFITH COLLEGE DUBLIN
APPLICANT EMAIL:	magdaleneamagada@hotmail.com
<i>If a student applicant, please provide the following additional information:</i>	
Programme of Study:	MSc INTERNATIONAL BUSINESS & LAW
Supervisor Name:	GARRETT RYAN
Supervisor Email:	garrett.ryan@griffith.ie

Section B: Questions

1. Notification Review is reserved for low-risk social studies that fall under the following classifications. Please indicate your project type below:	
Please mark as appropriate:	
X	Anonymous Survey (the topic will not elicit significant difficulties for participants)

X	Observation (without audio or visual recording) of a public setting
	Questioning participants regarding their opinions on products or services
	Questioning students about standard educational practices
	Study will monitor the impact of participants' daily activities
X	Questioning public figures/professionals in their professional capacity regarding their professional activities
	Analysis of existing anonymised data which has been provided to the researcher by a third party
	Collection of biological samples which are anonymised and do not require invasive techniques (e.g. hair, nails).
	Other Please explain:

2. Please provide a justification for why your study is considered to be low-risk?

This work will not pose any potential risk to respondents, the information given will comply with Griffith College ethical compliance guidelines and as a result, a high level of confidentiality guaranteed.

3. Please describe how your participants will be recruited?

A two-way approach for participant sampling was used hence a mixed method is adopted for this research work. A structured online survey questionnaire was sent out to 286 participants for a quantitative sampling to isolate the most dominant variables in workforce diversity and thereafter a semi structured interview was conducted on 10 participants to get their view on the isolated variables. This gave room for findings and recommendations.

4. Informing your participants – Plain Language Statement

A Plain Language Statement (PLS) should be used in all cases. This is written information in plain language that you will be providing to participants, outlining the nature of their involvement in the project and inviting their participation. The PLS should specifically describe what will be expected of participants, the risks and inconveniences for them, and other information relevant to their involvement. Please note that the language used must reflect the participant age group and corresponding comprehension level – if your participants have different comprehension levels (e.g. both adults and children) then separate forms should be prepared for each group. The PLS can be embedded in an email to which an online survey is attached, or handed/posted to individuals in advance of their consent being sought. A copy of the PLS should be attached to this application. See link to sample templates on the website: http://www4.dcu.ie/research/research_ethics/rec_forms.shtml

Please confirm whether the following issues have been addressed in your plain language statement for participants:

	YES or NO
Introductory Statement (PI and researcher names, school, title of the research)	YES
What is this research about?	YES
Why is this research being conducted?	YES
What will happen if the person decides to participate in the research study?	YES
How will their privacy be protected?	YES
How will the data be used and subsequently disposed of?	YES
What are the legal limitations to data confidentiality?	YES
What are the benefits of taking part in the research study (if any)?	YES
What are the risks of taking part in the research study?	YES
Confirmation that participants can change their mind at any stage and withdraw from the study	YES
How will participants find out what happens with the project?	YES

Contact details for further information (including REC contact details)	YES
<p><i>If any of these issues are marked NO, please justify their exclusion:</i></p>	
<p>5. Capturing consent – Informed Consent Form</p> <p><i>In most cases where interviews or focus groups are taking place, an Informed Consent Form is required. This is an important document requiring participants to indicate their consent to participate in the study, and give their signature. If your participants are minors (under 18), it is best practice to provide them with an assent form, while their parents/guardians will be given the Informed Consent Form. In cases where an anonymous questionnaire is being used, it is enough to include a tick box in the questionnaire (underneath the information section for participant), where the participant can indicate their consent. See link to sample templates on the website: http://www4.dcu.ie/research/research_ethics/rec_forms.shtml. A copy of the Informed Consent Form should be attached to this application.</i></p> <p>Note – IF AN INFORMED CONSENT FORM IS NOT BEING USED, THE REASON FOR THIS MUST BE JUSTIFIED HERE:</p>	